

# 2019 IMPACT REPORT

Janus Henderson  
— INVESTORS —

## Inside:

- ▶ Explore our client-obsessed culture
- ▶ Discover how Environmental, Social and Governance factors impact our investment process
- ▶ See how we are making an impact in the community



# The Year In Review

“ The 2019 Janus Henderson Impact Report showcases our achievements from the previous year and helps us prepare for the year ahead.

The center of Janus Henderson's culture is putting our clients first. Our clients expect that we use our knowledge and expertise to help them achieve their long-term financial goals. When we combine that with a deep level of empathy for our clients' changing needs and an ever-changing market landscape, we aim to set ourselves apart from the competition and meet our clients' needs better than any competitor. In 2019, we launched a client experience framework to all Janus Henderson employees to accelerate this process, to be even more proactive in our thought leadership, and to rethink the way we are engaging with all of our clients and responding to their needs.

Two-thirds of colleagues have now taken an in depth look at client experience through the global Client Experience (CX) training programme, working to re-image how we collaborate to make the client experience journey easier and more aligned to our clients' needs. Doing this means we have colleagues who are working together to re-design key experiences through the eyes of our clients. This is one example of how we continue to re-think the client experience to turn ideas into best practices.

Our unwavering and deeply-rooted dedication to our communities, people and responsible investing also saw momentum during 2019 and in this Report, you'll learn more how we continue working to fulfill our commitments for these key strategic areas:

**Our Clients:** See what Dick Weil, our CEO, has to say about Janus Henderson's client focus and how our methodology sets us apart from our competitors.

**Responsible Investing:** Explore how we leverage integrated Environmental, Social and Governance (ESG) factors to deliver marketing-leading, risk-adjusted long-term investment results.

**Our People:** Discover how insight from our Employee Resource Groups (ERGs) helps us to build a culture and implement policies that promote diversity and inclusion, creating equitable opportunities for everyone at Janus Henderson to thrive.

**Giving Back:** True to our belief that investing goes both ways, we detail our approach to:

- Philanthropic giving through the Janus Henderson Foundation and its measurable effect to further education,
- Employee-led giving where our global workforce demonstrated their shared passion for community service and to make a difference for causes they care about in the places they live and work

**Our Environment:** Read about our commitment to the environment and what furthering these efforts will look like in 2020.

Thank you for taking time to learn about our efforts and how combined, our people and the resources we are fortunate to have are making a meaningful impact to our clients, and the communities we are part of.



*Tiphani Krueger*

**Tiphani Krueger**  
President of the Janus Henderson  
Foundation and Co-Head of HR



*Roger Thompson*

**Roger Thompson**  
Chief Financial Officer  
and CSR Champion

# What's Inside



|  |   |
|--|---|
| <b>Our Clients</b> .....   | 2 |
| Explore our client-centric approach and how our commitment to the client experience impacts our business practices |   |



|  |   |
|--|---|
| <b>Responsible Investing</b> .....   | 4 |
| Explore how we utilise environmental, social and governance integration in our investment process and how we share those insights with our clients |   |



|   |   |
|---|---|
| <b>Our People</b> .....   | 6 |
| Take a deep dive into our culture focused on diversity, inclusion and creating equitable opportunities for our people to thrive |   |



|  |    |
|--|----|
| <b>Our Community</b> .....   |    |
| <b>The Janus Henderson Foundation</b> .....  | 13 |
| Uncover our innovative approach to philanthropic giving and its impact on education  |    |
| <b>Employee-Led Giving</b> .....   | 17 |
| Discover how Janus Henderson employees serve as difference makers in our communities |    |



|  |    |
|--|----|
| <b>Our Environment</b> .....   | 20 |
| Learn more about how environmentalism and sustainability is at the heart of our business |    |



|   |    |
|---|----|
| <b>Get Involved</b> .....   | 22 |
| Learn about the entities that support our efforts and find out how you can get involved |    |





# Our Clients

## A Message From the CEO

Our very first guiding principle as a firm is to put our clients first. To us, this means working diligently to understand our clients' needs, their interests and their desired outcomes so we can help them achieve their long-term financial goals. The only way we see this coming to fruition is through our experience promise: **That we build and maintain trust by being dependably excellent in all things.**

Being dependably excellent demands that our clients' long-term financial goals always come first. We are unwavering in our pursuit of products and strategies that match our clients' desired financial outcomes. We are a thought leader and we are mindful of leveraging the best opportunities in this ever-changing market. We remain alert and risk adverse to provide secure solutions to offer the best financial returns. Ongoing and honest self-reflection challenges us to think differently and evolve our practices to better meet our clients' needs. All of this is supported by the firm's mindset that clients come first and we succeed as a team.

Our clients choose Janus Henderson as their active asset manager of choice, and with that comes responsibility to uphold their trust. We do not take that responsibility lightly and will work in partnership with all our clients and stakeholders to safeguard that trust for years to come.



---

## Our Promise To Our Clients

We Build Trust by Being Dependably Excellent in All Things

### Make it Personal

We seek to see the world through your eyes and understand your purpose. We ask the hard questions and listen intently, empathising with your challenges and anticipating your needs.

### Set Our Intention

For every "what" we do, there is a "why" we do it. By setting a client-focused intention before everything we do, we consider the next step proactively and keep your goal in mind. These intentions establish our path forward to define what we are working towards and how we will get there.

### Be a Knowledge Partner

We stay open-minded, challenge what we know and obsess over the details. This constant pursuit of knowledge and insight enables us to create solutions that you can trust. By sharing what we learn, we can guide you to smart, confident decisions.

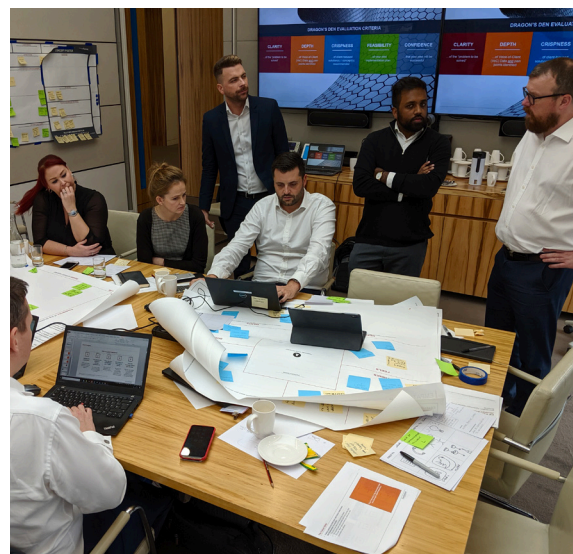


## Constant Pursuit of Improving the Client Experience

Our partnership together is a journey. From the first moment clients learned about Janus Henderson to maintaining their products and strategies with us, there are critical steps along the way where our actions build trust.

When our firm thinks about enhancing experiences, it is critical to have insights every step of the way. We seek to empathise with clients' best brand experiences and create interactions that are thoughtful, meaningful, helpful and add value. That partnership – along with data, insights and innovation – all help to construct new experiences that better serve clients, make clients' lives easier and strengthen our partnership.

If there is one thing clients can expect from us it is our relentless pursuit to provide best-in-class interactions and experiences that support our clients' long-term financial goals.



Employees discussing the client experience journey

## Janus Henderson Investors Global Footprint



### OUR GLOBAL REACH

20

million clients

64

number of  
countries we're  
serving clients

\$365bn+

in investments our  
clients have  
entrusted us with



# Responsible Investing

## Our Commitment to Responsible Investing

Janus Henderson Investors is focused on delivering market-leading, risk-adjusted long-term investment results to our clients. We believe that integrating Environmental, Social and Governance (ESG) factors into our investment decision-making and ownership practices is fundamental to achieving that goal. Our investment professionals are finely attuned to the disruptive risks and opportunities an ESG perspective presents – and they seek to be at the forefront of anticipating and adapting to those risks. We measure our success based on the outcomes we deliver to clients and we understand that for many clients, the actual holdings of their portfolio are an important consideration in combination with their investment results.

## ESG Oversight and Implementation

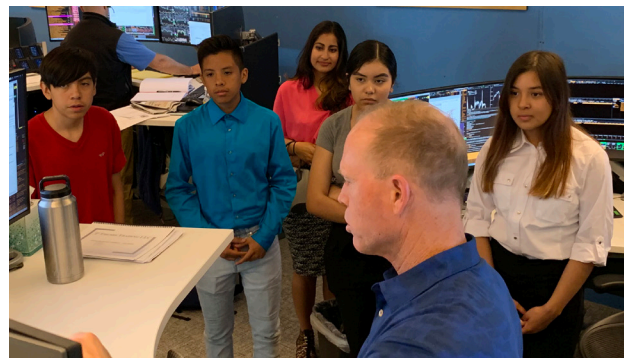
In keeping with our belief that our investment teams should structure their processes in ways that best deliver required client outcomes, we do not apply top-down rules or an exclusionary approach to ESG integration. Rather, each team defines the ESG considerations they believe are material to the long-term, sustainable growth of the companies in which they invest. Within the overall corporate framework and guidelines that have been established by the firm, we believe strongly that commitments and accountability for ESG considerations must rest within the hands of Portfolio Managers and their teams. Rather than pursue a one-size-fits-all approach, each team is responsible for articulating their specific objectives as part of their Investment Policy Statement. This means that the evaluation of our implementation of ESG criteria is carried out at the strategy level and we are extremely comfortable in having each team stand on its own merits.

Janus Henderson's investment teams manage portfolios that reflect different ESG requirements. We also have strategies that have a unilateral focus on sustainability. On a corporate level, we support the investment teams to ensure that ESG considerations are embedded in their work. This support includes centralised functions, such as data management, research, investment platforms and risk management tools:

- Internal Research Platform: Investment teams share relevant ESG research produced in-house by our analysts across a centralised research platform.

- Governance & Responsible Investment Team: A specialised group focused on ESG analysis, company engagement and voting that serves as a resource for all our investment teams and supports ESG integration throughout the organisation.
- ESG Risk Reporting: ESG data is incorporated into our risk reporting tools, covering issues such as exposure to companies with low ESG ratings, controversies, weak corporate governance, and climate risk.
- ESG Research, Data, and Ratings: We subscribe to a broad range of external ESG information providers and make this information available directly to the investment teams.

Our investment teams define and regularly review their ESG commitments. Investment teams are held accountable by our centralised risk management and performance oversight processes.



Students taking a moment to learn more about trading



Fonds Professionell Kongress 2020



Global sustainability presentation at the Fonds Professionell Kongress

## Stewardship and Company Engagement

Stewardship is an integral and natural part of Janus Henderson's long-term, active approach to investment management, and a key element of how we discharge our fiduciary responsibility to all of our stakeholders, including shareholders, clients, employees and more broadly, the societies in which we operate and invest. We seek to enhance value in the companies in which we invest on behalf of our stakeholders and support a number of stewardship codes, such as the UK and Japanese Stewardship Codes, and similar initiatives around the world.

Our investment teams take a long-term view and seek out companies that have a comparable, long-term orientation. The intensive research of our analysts and portfolio managers takes them around the world, with thousands of company visits and management interviews conducted on an annual basis. Our investment teams naturally develop long-term relationships with the management of firms in which they invest. Should concerns arise over a firm's

practices or performance, we seek to leverage these constructive relationships by engaging with company management or express our views through our voting on management or shareholder proposals. Escalation of our engagement activities depends upon a company's individual circumstances.

## 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.

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 2019, we recorded in excess of 570 ESG-related company engagements. Whilst corporate governance issues continue to be the most common engagement theme, engagement on issues such as climate change, carbon intensity, waste management and recycling, board diversity and corporate culture are increasingly common.





# Our People

Janus Henderson fosters and maintains a workplace that values the unique talents and contributions of every individual. It is through the diversity of our people – whose varied skills, backgrounds and cultures shape our outlook – that we can explore unique avenues and uncover opportunities unseen by others in our industry. We are committed to creating an inclusive environment that promotes equality, cultural awareness and respect by implementing policies, benefits, training, recruiting and recognition practices to support our colleagues.

## Who We Are

Janus Henderson's global community is comprised of more than 2,000 results-driven, inspired individuals whose values and actions align to this firm's three guiding principles: we put clients first, we succeed as a team and we act like owners. Here, employees love what they do, and it shows. Our people-focused culture is driven by collaboration and connection, celebrates diversity and a shared passion for giving back to the places we live and work. By choosing Janus Henderson as the place for your career, you'll enjoy highly-competitive compensation that includes generous paid time off, some of the best benefits in the industry and the support and resources to take charge of your own personal and professional development.



## Our Commitment to Diversity, Equality & Inclusion

Our Diversity & Inclusion Committee and Regional Councils serve to identify aspects of diversity and inclusion in the regions in which we operate. Our Employee Resources Groups offer insight to build an inclusive workplace where employees can be their authentic selves. Janus Henderson has made strategic advancements in our policies, recruitment efforts and employee professional development. We will continue to focus on opportunities to improve amongst other areas and are working diligently to close the gender pay gap and achieve gender balance within our organisation.

## 2019 Accomplishments

- Continued to provide educational sessions regarding work flexibility and our Flexible/Agile Work Policy
- Implemented a sabbatical leave programme
- Enhanced our U.S. Family Leave Pay and our UK Shared Parental Leave Pay to align better with industry standards
- Implemented a global Adoption Assistance Programme
- Introduced the Textio Augmented Writing Platform into the recruiting process in 2018 to ensure gender neutral job descriptions, resulting in an 2% increase in female joiners
- Delivered Unconscious Bias Training to employees globally
- Hosted over 20 Diversity Talk series to educate employees on cultural and inclusiveness issues, allowing representatives from all areas of the business to voice their opinions and share ideas
- Participated in a variety of community events tied to the objectives of our Employee Resource Groups
- Recognised by Bloomberg Gender Equality Index and Human Rights Campaign for our inclusive practices and policies



Taking advantage of professional development opportunities

## The Impact of our Recruitment Strategy

### 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.

- 2019 marked the first year the UK hired an apprenticeship cohort, with six joining our Operations Division on 18-month contracts. During the apprenticeship, participants also complete their Investment Operations Certificate (IOC) qualification.
- In 2019, we welcomed eight trainees into the company through the UK's Investment 2020 Programme, via an intake in September.
- On the back of the success of our first intake in the U.S. (80% of trainees hired permanently), we ran the U.S. Trainee programme for a second year, with a further five trainees hired in 2019.

## Closing the Gender Pay Gap

### Our Compensation Philosophy

We take a global approach to managing compensation and strive to ensure that our compensation and reward programmes are externally competitive and internally equitable to support company strategy and to attract, motivate and retain talented employees. We consider performance against financial and strategic (non-financial) objectives that are balanced over the short and long-term.

Our gender pay gap is driven by a greater proportion of men than women in the highest paying positions and not by unequal pay for men and women doing substantially similar work.

### UK Gender Pay Gap

1) Pay Gap and Bonus Gap – Both Mean and Median:

| 2019      | Mean  | Median |
|-----------|-------|--------|
| Pay Gap   | 24.3% | 27.9%  |
| Bonus Gap | 76.9% | 44.3%  |

2) Proportion of Men and Women Receiving a Bonus:

|       | All Employees | Eligible* Employees |
|-------|---------------|---------------------|
| Women | 87.1%         | 96.3%               |
| Men   | 92.1%         | 96.3%               |

\* Per JHI policy, permanent employees and fixed term contractors hired before 1 October 2018 are regarded as bonus eligible.

3) Proportion of Men and Women in Each Pay Quartile

|       | Low Quartile | 3rd Quartile | 2nd Quartile | High Quartile |
|-------|--------------|--------------|--------------|---------------|
| Women | 47%          | 50%          | 29%          | 21%           |
| Men   | 53%          | 50%          | 71%          | 79%           |

RECRUITMENT  
AT A  
GLANCE

275

trainees  
employed  
since inception

21

apprentice  
intakes  
since 2010

70%

of apprentices  
offered  
permanent roles

27

interns participated  
in our internship  
programmes

## Observations

The 2019 pay and bonus gaps improved compared to 2018. Why?

- In this data set, there are more women in our higher paid positions and this shift impacted the Bonus Gap.
- The pay gap is a result of higher base pay rates for women as compared to 2018, across all pay quartiles. Base pay rates for men remained broadly flat, except in the lowest quartile.

## Key Messaging

- Gender representation impacts us all and we have an unwavering commitment to improve gender balance in our higher paid roles but we understand that it will take time to improve our overall metrics.
- We make a genuine effort to ensure our managers identify and mitigate their own biases and provide high-quality data and information when the most important pay decisions are made; such as time of hire, when career progression or promotions occur, and each year during the annual pay round.
  - All hiring managers are provided with a diversity scorecard to ensure they understand the gender and cultural diversity within their organisation.
  - We ensure competitive offers to new joiners based on their unique skills and experience, specific qualifications required for the position and market data.

- 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. We weave in gender analytics in advance of the annual pay round, and again during calibration to create awareness and discover any unintended results in real time while honouring our overall framework of meritocracy which is central to our performance driven firm.

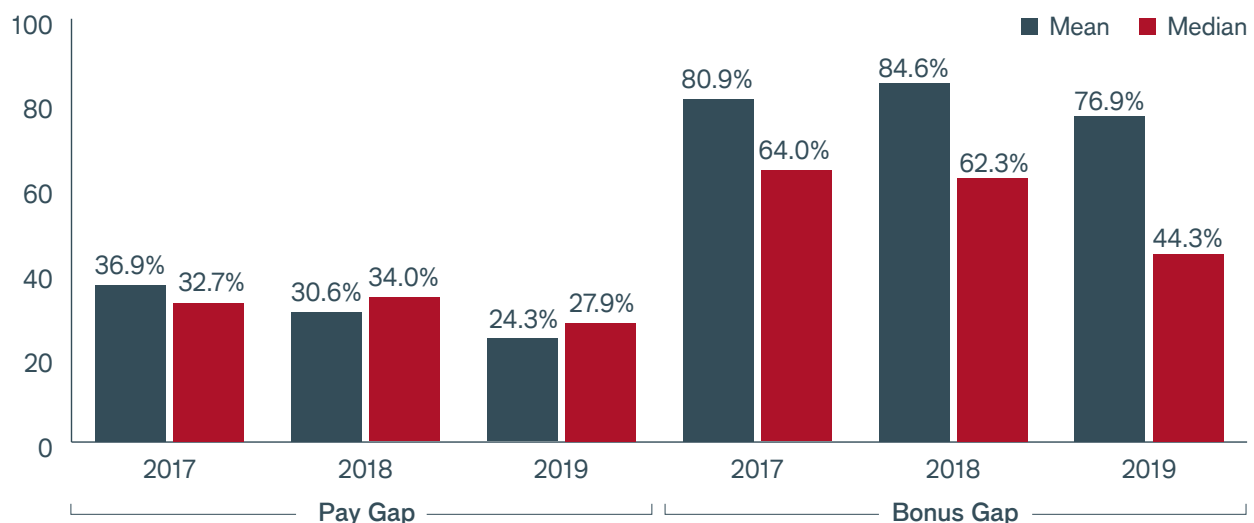
At this time, men and women are similarly positioned relative to market benchmarks, and in some cases, the market position for women exceeds their male counterparts.

## Global Gender Pay Gap

| 2019      | Mean  | Median |
|-----------|-------|--------|
| Pay Gap   | 28.3% | 31.2%  |
| Bonus Gap | 75.3% | 46.1%  |

Note: Directionally, it shows a similar picture and is broadly in line with the UK data when calculated using this simplified methodology.

## UK Year over Year Comparison



Our Bonus Gap is likely to fluctuate year over year due to the performance based nature of our compensation programmes, particularly for fund managers where pay levels are differentiated materially based on the performance of the funds they manage.





Employees enjoying Diwali



Employees networking in the UK office

## Definitions

The gender pay gap is a measure of the difference in the average pay of women and men regardless of the nature of their work. It is different from an equal pay comparison, which would involve directly comparing the pay of two or more people who do the same, similar or equivalent work.

- “Pay Gap” is the difference in ‘ordinary earnings’ (e.g. base salary) between men and women, expressed as a percentage of men’s earnings. This is measured during a single pay period which covers April 2019.
- “Bonus Gap” is the difference in annual variable pay (e.g. cash bonuses) between men and women, expressed as a percentage of men’s variable pay, including; the cash element of annual variable pay, share vesting, and commissions. This is measured over a full year (April 2018 – March 2019).

## Supplier Diversity Programme

In 2019, we established a programme that welcomed vendors and suppliers that value diversity in their business practice and deliver exceptional products and services. As a global company, it is important that our business partners reflect the global demographics of our employees, clients and the communities where we live and work. Diversity through our engagement with diverse vendors and suppliers not only impacts our global economy, promotes corporate citizenship and supports small and diverse owned businesses, it also aligns with Janus Henderson’s Diversity and Inclusion Vision. Janus Henderson staff involved in purchasing and subcontracting are encouraged to identify and include diverse suppliers and subcontractors in the procurement process. Our goal is to promote inclusive practices that provide maximum opportunity to all companies that meet our purchasing and contracting standards.

### 2019 WOMEN IN THE WORKPLACE

**39%**

of employees  
globally are  
women

→ same in 2018

**44%**

of new joiners in  
2019 were women

↑ 2% increase

**36%**

of women in  
people manager  
roles globally

↑ 2% increase

**29%**

of women in  
senior leadership  
roles globally

↑ 4% increase

## Talent Development

Our Talent Development approach provides opportunities for employees to maximise their potential through a diverse suite of training curriculum focused on the following key areas:

- Personal & Professional
- Industry, Product & Client
- Global Collaboration & Culture
- Leadership Academy
- Career Toolkit
- Mentoring
- Performance
- Team Development

Janus Henderson is committed to fostering a culture that prioritises and supports personal development for individuals, leaders and teams across the organisation. While employees own their personal development, we provide equitable resources to meet the various needs of our employees during their development journey.

In 2018, we launched two major initiatives, our Global Mentoring Programme and the Leadership Academy. We had 180 employees participate in the INSIGHT Internal Mentoring Programme. The programme provides career guidance and resources needed to create a rewarding experience for the mentor and mentee.

The Reverse Mentoring Programme had 18 employees participate in this unique experience that switches the traditional dynamic and provides a platform for senior leaders to learn from mentors that are early in their professional career. This distinctive experience creates a platform to share diversity ideas and perspectives while creating a learning environment for all to thrive.

## The Leadership Academy

We provide leadership opportunities that meet the needs of our employees. The Leadership Academy is a way to help develop employee skills, so they can move into leadership roles within our organisation. This is one example of how we are leveraging internal programmes to develop leaders to assist in closing the gender pay gap and create gender balance at all levels of our company.

We had 229 employees participate in one or more of the leadership courses below.

| Aspiring to Lead:   | Learning to Lead:   |
|---|---|
| Geared toward high performers who are looking to become leaders   | Designed for newly promoted managers or managers new to Janus Henderson   |
| Lead and Inspire:   | Lead and Transform:   |
| Created for experienced leaders looking to grow their skill set through a suite of leadership course work | Intended for senior leaders looking to advance their leadership skills through executive coaching and executive education courses |



Employees participating in the 14er Challenge

“Initially, I was perplexed as to why we had been matched and concerned that my mentor was based overseas. However, within the first introduction call, something instantly clicked and I recognised the wealth of experience my mentor had to offer. I later learned that matches were driven by differences rather than similarities, which now makes perfect sense.”

**Catherine Dixon-St. George, Global Operations, London, Mentee**



Mental Health Champions

## Health & Well-being

We strive to promote the health and overall well-being of our employees and their families by focusing on five interconnected elements within a well-being framework: Career, Financial, Mental, Physical and Social.

Our mission is to improve employee well-being by raising awareness and providing programmes that enable healthier lifestyles.

## 2019 Accomplishments

- Provided complimentary subscriptions for Headspace, the mindfulness app, which offers a course of mindfulness meditation, in bite-sized exercises
- Biometric screenings/mini health checks/on-site health stations/seasonal flu vaccination offered in select locations
- Held the 14er Challenge and Sports Day, which provide employees with an incentive to add movement to their routine. Employees raised \$14,800 for local charities
- Increased the amount employees can spend on the UK Cycle to Work Scheme to £2,500
- Added mental health benefits through our U.S. telemedicine provider MDLIVE, and enhanced our mental health benefits in our UK plans
- Partnered with Ovia Health to offer personalized and data-driven solutions for fertility, pregnancy and parenting to our U.S. employees
- Offered a weight loss/weight management programme through Real Appeal to U.S. employees and their family members covered on our medical plans

## 'This is Me'

We globally launched 'This is Me' – 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, featuring eight employees from Australia, UK and U.S., were shared internally and have been watched by over 440 employees. As part of the campaign, over 50 employees globally have been trained to serve as Mental Health Champions to connect employees with mental health resources and provide support and guidance.





## Creating Better Workplaces for Our People

Building upon the success of the recent transformation projects in Asia Pacific, one of our largest 2019 investments went into the workspaces in London and Denver. To make the work environment smarter, promote mindfulness and improve overall staff well-being, we have:

### **Incorporated natural elements into the office environment where possible including:**

- Removal of unnecessary cubicle partitioning and other furniture to maximise natural light
- Repurposing of external roof space in Denver office into social area for staff to enjoy a more natural collaboration environment
- The use of planting in London office

### **Introduced a variety of different spaces to work from including:**

- Formal and informal team collaboration/meeting spaces
- Better access to private spaces for concentration
- Spaces for group and individual relaxation
- Ensuring an adequate workspace where groups can work together with adjacencies to better enable team working, collaboration and knowledge sharing

### **Upgraded furniture and systems to best meet the needs of our staff including:**

- Installing over 2,000 electric adjustable-height standing desks
- Use of innovative modular systems to deliver a more agile/smart working environment
- Introduction of enhanced audio visual and video conferencing to enable better communication for teams who operate across geographical boundaries



Modular meeting units



Colaboration areas



Informal meeting spaces



Private booths



## Our Community

### The Janus Henderson Foundation

The Janus Henderson Foundation is the primary charitable giving arm of Janus Henderson Investors. The Foundation makes a difference in our community by helping youth achieve their full potential through access to better educational opportunities. We invest in innovative programmes that prepare our youth to achieve academic success and evolve to be the future leaders of tomorrow, which strongly aligns with the United Nations Sustainability Development Goal of Education. We differentiate ourselves by being an innovator in the community that invests in cutting edge, scalable educational projects. Our philanthropic investments are diverse but have the common thread of education.

In 2019, we supported the following organisations through multi-year grants:

#### Junior Achievement (JA) Titan Global USD \$1,585,000

Junior Achievement (JA), a nonprofit dedicated to preparing young people to succeed in a global economy, is leveraging this very concept through their JA Titan programme. The programme enables teens to test their skills at running a company in a virtual business simulation where participants compete as managers during ever-changing economic conditions. Additionally, the in-classroom programme comes with a comprehensive curriculum that allows teachers and volunteers to help students understand essential economic, business management and financial concepts.

In April 2019, the Janus Henderson Foundation awarded a \$1,585,000 global grant to Junior Achievement (JA) to fund the redevelopment of this programme. Janus Henderson's support will result in more dynamic gamification of JA Titan, while incorporating technology that will not only be more engaging for students but will also allow for a more educational and impactful experience.

The expectation is that the revised programme will be available to JA students starting in the summer of 2020. In addition to supporting the redevelopment of JA Titan, Janus Henderson employees have also served as Junior Achievement volunteers in several communities where we operate, including Denver and Singapore.

At Janus Henderson, we know that today's actions will deliver a better tomorrow. We believe that this grant will contribute to our mission and we are excited to build upon our partnership with JA, which enables us to scale our impact globally.



JA has the ability to reach millions of students through their programmes, including:

- 4.8 Million in the United States
- 3.6 Million in Europe
- 979,000 in the Americas (excluding United States)
- 825,000 in Asia Pacific
- 307,000 in the Middle East and North Africa
- 199,000 in Africa



## 2019 WINNERS

### Grand Prize – USD \$75,000

#### SLC6A1 Connect

Lisa Neison and Rich Carney,  
North America

### 1st Runner Up – USD \$40,000

#### Mirabel Foundation

John Negri, APAC

### 2019 Finalists – USD \$5,000

#### Children's Cancer Foundation

Selene Wang, APAC

#### Gift of Adoption

Kristin Mariani, North America

#### Great Ormond Street Hospital Children's Charity

Adam Jones and Dolly O'Neill, EMEA

#### Heart and Hand Center

Suzanne Cullinane, North America

#### Leukemia & Lymphoma Society

Zach Forster, North America

#### Mirabel Foundation

John Negri, APAC

#### SLC6A1 Connect

Lisa Neison and Rich Carney,  
North America

#### Stephen Lawrence Charitable Trust

Ama Seery, EMEA

“ Thank you to all of the wonderful employees at Janus Henderson for your support over the past year. Winning the Janus Henderson Charity Challenge was a turning point in our journey to cure SLC6A1. We are currently pursuing a Phase One Clinical Trial and none of this would be possible without your help!”

**Amber Freed, Co-Founder &  
CEO, SLC6A1**

## The Charity Challenge

For the second year in a row, Janus Henderson employees participated in a philanthropic challenge that allow them to nominate a charity for funding from the Janus Henderson Foundation.

In 2019, this programme raised \$215,000 for charities around the world. Take a moment to learn about the mechanics of this distinctive employee engagement initiative.

### The Application

All participants must complete an online application, outlining their cause and describing how grant funding would benefit their organisation. The first 50 applications submitted automatically receive a USD \$100 contribution.

### The Review

The Janus Henderson Foundation Board of Directors review applications to make sure they meet the entry criteria.

### The Vote

Qualified entries are publicised on the company intranet and employees can vote on their favourites. Employees can vote for up to three charities. In total, 2,292 votes were cast with a total of 818 employees casting votes. Additionally, the finalists with the most votes progress to the next round and the cause with the most votes from each region receives a USD \$10,000 award.

### The 2019 Regional Winners were:

Asia Pacific: Mirabel Foundation

EMEA: Great Ormond Street Hospital Children's Charity

North America: Leukemia & Lymphoma Society

### Presentation

Finalists identified in voting provide a formal pitch to a panel of judges. Each entry to make it to the presentation round automatically receives USD \$5,000 for their charity – with the potential of being awarded additional funds. The grand prize winner is awarded USD \$75,000.



Amber Freed and son Maxwell are benefiting from the Charity Challenge donation to SLC6A1 Connect





Making a positive difference through TutorMate



100% of TutorMate volunteers would recommend it to a friend

## TutorMate | GBP £25,000

The Foundation continues to seek out innovative programmes that are scalable, and results driven. As a result, we were proud to provide the catalyst funding needed to implement Innovation for Learning's TutorMate Programme in the United Kingdom to improve the literacy of disadvantaged children. After witnessing positive impacts with the programme in the United States, our seed-funding supported a set-up phase and enabled the programme to launch in both London and Bradford in September 2018. Crucially, it also helped Innovations for Learning identify additional corporate partners to support the initiative.

TutorMate enables volunteer working professionals to tutor five- and six-year-old students remotely in core reading skills on a weekly basis. Through this programme, volunteers connect virtually with students in disadvantaged schools by reading stories, focusing on fluency and comprehension and playing fun word games to reinforce key literacy skills. In the UK during the first year of implementation, over 380 students were reached, and 27 companies participated in the programme.

At the end of the 2018-2019 school year, The National Literacy Trust performed an independent evaluation of TutorMate in the UK. The evaluation's positive findings demonstrated that, in comparison to their classmates who did not participate in the programme, TutorMate children:

- Showed twice the rate of increase in their reading enjoyment levels (19.9% vs 9.9%)
- Had twice the rate of increase in their self-reported reading skill (34.5% vs 16.7%)
- Showed a statistically significant higher rate of progression in their reading skills

For the 2019-2020 school year, we have 90 employees globally participating in the TutorMate Programme.

## KickStart Money UK | GBP £20,000

KickStart Money is a coalition of 20 leading savings and investment firms working to improve the provision of financial education in primary schools to create a movement that focuses on financial literacy and a culture of saving. In 2019, research indicated that two out of three primary school children start saving after receiving financial education and a significant majority of teachers reported that students are better at talking about money issues three months after receiving lessons through KickStart Money delivered by MyBnk. The programme aims to reach 20,000 children over three years.

## Angkor Hospital for Children (AHC) Cambodia | USD \$25,000

In 2019, with support from The Janus Henderson Foundation, AHC aims to address challenges of health inequality and help children in rural Cambodia not only survive but thrive. The AHC's Treatment, Education, and Prevention Truck (TEP Truck) was designed to be an interactive and specialised focal point to school activities that brings quality medical care and health education to primary school students in their own communities. From January to November 2019:

- 10,142 children received the health and hygiene skills and education needed to develop and adopt lifelong healthy behaviours and ensure they stay in school
- 385 teachers and school administrators received health education training to support and reinforce students' lifelong healthy behaviours
- 28 primary schools were visited by AHC's TEP Truck, delivering dental treatment and eye care to school-aged children
- 68 children who required further treatment were referred to AHC

## Young Americans Center for Financial Education USD \$25,000

Since 2001, Janus Henderson Investors has partnered with Young Americans Center for Financial Education, a 501(c)(3) nonprofit organisation headquartered in Denver, CO, to bring its award-winning financial education programmes to more than 523,300 Colorado students. As a leadership partner contributing nearly \$548,000, Janus Henderson Investors has advanced the Center's mission to further the financial education of young people, so they will be competent and knowledgeable in managing their financial affairs and may prosper in the free enterprise system.

## Denver Public Schools Foundation

In 1994, Denver Public Schools (DPS) faced a significant crisis: It had a graduation rate of only 30%. The Janus Henderson Foundation learned of the DPS challenge and, already committed to investing in its community, recognised the impact that could be achieved through a strategic partnership.

Janus Henderson wanted to ensure that the future workforce – a workforce that would soon be part of its team – was well prepared for our rapidly evolving society. Janus Henderson subsequently made a multi-million dollar investment in DPS and established a long-term partnership with the DPS Foundation that still exists today.



Children assisted by the Angkor TEP Truck



Janus Henderson UK employees participating in the Sing-A-Thon

## The 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 through a company match.

## Employee-Led Giving

We believe it's important for our employees to be actively involved in global volunteering and service to build a workplace that attracts and retains the best talent, extends the Janus Henderson brand and serves the communities where we live and work.

Janus Henderson employees stepped away from their desks and into the community to help others in need through our Month of Service Campaign. This year, we kicked off Month of Service with the JH Sing-A-Thon! We would like to thank everyone who participated in this global initiative. We reached our fundraising goal and raised GBP £51,284 (GBP £53,278 with Gift Aid) for the Great Ormond Street Children's Hospital (GOSH).

Janus Henderson also received the Outstanding Contribution to Fundraising Award 2019 from Cascaid.

In addition to supporting GOSH, employees supported other organisations around to globe during our annual Month of Service campaign.

### MATCHING GIFT PROGRAMME

**USD  
\$139,565**  
total  
amount matched

**343**  
number of  
charities supported

**GBP  
£71,134**  
matched through  
the Give as You  
Earn Programme

**116**  
charities supported  
through the Give as You  
Earn Programme





### The CIVIC 50

In 2019, Janus Henderson was named an honoree of The CIVIC 50 Colorado designation based on our commitment to the community and philanthropy.

## Asia Pacific

**Bike Brigade** – Employees in the Melbourne and Sydney offices worked together to build over 40 bikes for disadvantaged youth in the area. These bikes were distributed to youth through Father Bob Maguire Foundation in Melbourne and the Salvation Army in Sydney.

## Denver

**Junior Achievement** – Employees rallied together to teach Junior Achievement financial literacy curriculum at Aurora Academy. Thanks to our combined efforts, 528 students learned how to think with an entrepreneurial mind-set and consider their future aspirations.

**Wish for Wheels** – Volunteers pulled out their tools and built 72 bikes for disadvantaged youth at Cole Arts and Science Academy.

**Boys & Girls Club** – Our employees created an End of the School year celebration for youth in our community.

**Mile High United Way** – Employees assembled 500 care packages in the Denver Office location for the homeless in our community. Each volunteer took time to distribute these packages throughout the metro area.

## London

**Acton Homeless Concern & F&C Volunteers** – Employees supported the homeless population in London by preparing and serving lunch to those in need.

**Vauxhall Food Bank** – Volunteers sorted food items and assisted with food parcels for guests and the community café.



London employees visiting their TutorMate students



**FareShare** – Volunteers sorted food in the warehouse and supported the charity’s dedicated drivers as they delivered food parcels to various organisations in London.

**Share Horticulture** – Employees got their hands dirty by assisting the organisation with the garden alongside students.

## West Palm Beach

**West Palm Beach Parks and Recreation** – Employees came together to clean up trash in the local park to ensure the debris did not pollute the nearby waterfront.

## 2019 Community Accomplishments

- 1,845 – logged hours of employee community investment time
- USD \$46,906 – monetary value of volunteer hours to the charities



Intech employees rallied together to clean a waterfront area



Employees build bikes for students



Asia Pacific employees get ready for the fundraising run



Singapore employees rejoice after a year of dedicated service



# Our Environment

Janus Henderson Investors recognises the importance of managing our operational activities in the most sustainable way possible and to minimise any adverse impact on our environment. To this end we have made the following commitments:

- Maintain our Carbon Neutral Status
- Reduce our carbon use by 15% per FTE over a three-year period – starting January 2019\*
- Maintain a CDP Score of B

\*2018 was first full year of measured emissions as Janus Henderson Investors

## Carbon Neutral Status

Certified 'carbon neutral status' means that there is no net increase in the global emissions of greenhouse gases as a result of our business operations.

To achieve this Janus Henderson:

- Measures all unavoidable emissions from our global office network and business travel
- Will purchase green renewable energy where possible
- Invests in technology including video conferencing systems to reduce global travel
- Will reuse/repurpose/recycle all waste where possible
- Procures carbon credits for independently certified carbon emission reduction projects

### Carbon Emissions Reduction Projects

#### Improved Water Infrastructure, Sub-Saharan Africa

- 164 million litres of clean water per year brought to 60,000 people in Sub-Saharan Africa.

#### Seneca Meadows Landfill Gas, USA

- Reducing the environmental impact of a landfill site through methane capture, electricity generation and wetland enhancement.

## Reduced Carbon Use

During our Denver office upgrade we repurposed 8000 square feet of unused space within our datacentre for use as general office space. This has resulted in a 20% increase in occupancy capacity and a reduction of 18.6% in electricity consumption for the datacentre from 2018.

In 2019, our London office upgrade included expanding the office space by acquiring a further 36000 square feet. The space underwent a renovation including the installation of LED lighting and the replacement of all monitors to more energy efficient models. Two months after occupation measurements of energy consumption showed a reduction of 46% compared to other floors within the building.

**Making these changes puts us on the right path to achieve our emissions reduction target of 15% per FTE over the next three years.**



Taking a moment to clean up local parks



Leveraging the renovated space for an employee meeting

## CDP (Formally Carbon Disclosure Project)

CDP runs the global environmental disclosure system. Each year CDP supports thousands of companies to measure and manage their risks and opportunities on climate change. CDP takes the information supplied in its annual reporting process and scores companies based on their journey through disclosure and towards environmental leadership.

Janus Henderson has been participating in the CDP since 2010; our 2019 submission has achieved a score of "B", reflecting our continued work on reducing unavoidable emissions and our transparency in disclosure.



Janus Henderson Group PLC received a B which is in the Management band. This is higher than the Europe regional average of C, and higher than the Financial services sector average of C.

“ We are thrilled to present Janus Henderson with this award to recognise 12 years of CarbonNeutral® certification. This serves as a testament to the company's long-term and ongoing commitment to climate action, and we look forward to working with them in the years to come.”

**Mark LaCroix, Executive Vice President,  
Client Solutions, Natural Capital Partners**



## DENVER OFFICE RENOVATION

**160**

miles of cable was removed and replaced during the renovation

**240%**

increase of video conferencing capabilities

**151**

new workstations were added, which increased our office capacity by 20%

**1,080**

cubic yards of waste removed





# Get Involved

We are dedicated to being a responsible corporate partner and continue to explore the ways in which we can better our community. Our people are essential to our success and we are fortunate to have employees that are invested, enthusiastic and generous. They are 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 Governance and Responsible Investment team plays a leading role in promoting responsible investment across the group, for example through staff training sessions, and externally through our involvement in multiple ESG initiatives.

## 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.

Our Executive Committee, in partnership with Human Resources, is committed to providing a positive 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.



Reaching new heights by participating in the 14er Challenge



Taking a break after the annual Charity Fun Run





Actively working during our Annual Kids' Day event



Employees at the Dr. Martin Luther King, Jr. Luncheon



Explore the joy of reading with a TutorMate student



Employees volunteering for Habitat for Humanity

## 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.



For more information, please visit [janushenderson.com](https://janushenderson.com).

**[We may record telephone calls for our mutual protection, to improve customer service and for regulatory record keeping purposes.]**

Issued in Europe by Janus Henderson Investors. Janus Henderson Investors is the name under which investment products and services are provided by Janus Capital International Limited (reg no. 3594615), Henderson Global Investors Limited (reg. no. 906355), Henderson Investment Funds Limited (reg. no. 2678531), AlphaGen Capital Limited (reg. no. 962757), Henderson Equity Partners Limited (reg. no. 2606646), (each registered in England and Wales at 201 Bishopsgate, London EC2M 3AE and regulated by the Financial Conduct Authority) and Henderson Management S.A. (reg no. B22848 at 2 Rue de Bitbourg, L-1273, Luxembourg and regulated by the Commission de Surveillance du Secteur Financier).

[Janus Henderson, Janus, Henderson, Perkins, Intech, Alphagen, VelocityShares, Knowledge Shared, Knowledge. Shared and Knowledge Labs] are trademarks of Janus Henderson Group plc or one of its subsidiaries. © Janus Henderson Group plc