

2017 IMPACT REPORT

Inside

- ▶ Learn about Janus Henderson's Corporate Social Responsibility strategy
- ▶ Discover what opportunities are available for employees to get involved
- ▶ See how we plan to track our 2018 environmental strategy

Janus Henderson
— INVESTORS —



The Year In Review

“ The past year has been full of growth and evolution, culminating in the formation of Janus Henderson Investors. After months of diligent effort, we successfully merged two complementary firms into a truly global entity with a broadened reach, enhanced capabilities and a strengthened position from which to serve our clients. While the list of benefits can go on and on, it really comes down to this – we are able to do more, better.

The good news doesn't stop there. Not only has the creation of our new company enabled us to better meet our clients' needs, but, also the needs of our employees, our community and the environment.

As our firm's philanthropic arm, the Janus Henderson Foundation is committed to collaborating with charitable organisations to address critical needs in communities across the globe. Specifically, within the last year the Foundation has emerged from the combination of our two legacy establishments, developed a unified mission, implemented a global board and continued to make a tremendous impact in the world.

Key accomplishments in 2017 include:

- ▶ Donations to global disaster relief efforts
- ▶ Funding to a variety of causes identified by our employees
- ▶ Our continued support of education through strategic partnerships, grant funding and volunteering

Furthermore, in addition to our philanthropic mission and commitment, we believe that a comprehensive Corporate Social Responsibility (CSR) strategy is critical for our long-term, sustainable success. We understand that the best way to deliver value to our clients is by looking beyond the numbers and evaluating how our decisions impact our world. We accomplish this by focusing on five key CSR pillars:

- ▶ Our People
- ▶ Our Clients
- ▶ The Environment
- ▶ The Community
- ▶ Responsible Investing

Full details on our 2017 progress in these areas, including the contributions of our Foundation, are outlined in this report.

We are dedicated to being a responsible corporate partner and our unwavering commitment will continue to be a central element of our culture. We look forward to expanding our efforts to reflect the causes most meaningful to our people and the communities where we operate. Together, we will continue to make a significant impact.



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



Our People 2

See how we foster a diverse environment that values the unique talents and contributions of every individual



Our Community

Innovative Philanthropic Outreach 5

Uncover how we differentiate ourselves as an innovative financial and community partner

Employee-led Giving 9

Explore our unique giving initiatives that reflect the passions of our employees across the globe



Our Clients 10

Explore our client-centric approach and see how it impacts our business practices



Responsible Investing 11

Learn how we leverage environmental, social and governance integration in our investment process



Our Environment 12

Learn more about our commitment to having a positive environmental impact and how we plan to evaluate our 2018 strategies



Opportunities for Employees to Get Involved 13

Learn about the entities that support our efforts and find out how employees can get involved



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.

Diversity & Inclusion

We foster a culture of diversity and inclusion that attracts and retains a high-quality workforce. Our employee-focused approach promotes collaboration, innovation, shared knowledge and equal opportunities for all. We aim to achieve this by creating an inclusive work environment that promotes diversity of thought, meets the varying needs of the team and empowers individuals at all levels. We seek to implement policies, procedures and benefits that not only support the employee, but their entire family.

2017 Accomplishments

- ▶ Implemented a global Diversity & Inclusion programme governed by a Leadership Steering Committee, Regional Councils and Global Employee Resource Groups (ERGs)
- ▶ Coordinated and promoted ERG events tied to Black History Month, Women's History Month, Hispanic Heritage Month and Chinese New Year
- ▶ Held a series of Diversity & Inclusion educational sessions
- ▶ Signed the UK Women in Finance Charter and committed to increasing global female representation in senior management to 25% (with a 5% tolerance) by 2022
- ▶ Cultivated diverse talent through trainee, graduate and internship/apprenticeship programmes; including the Arrupe Corporate Work Study Programme, INROADS, Investment 2020, and Ada National College of Digital Skills apprenticeships



Janus Henderson's Employee Resource Group members march in the 2017 PRIDE parade in Denver, Colorado.

Learning & Development

Our employees are challenged and empowered to grow along with our organisation and the company supports this with a broad training curriculum focused on the following key areas:

- ▶ Personal & Professional
- ▶ Career Toolkit
- ▶ Team Development
- ▶ Industry, Product & Client
- ▶ Performance
- ▶ Qualifications & CPD
- ▶ Global Collaboration & Culture
- ▶ Wellbeing
- ▶ New Joiner Orientation
- ▶ Leadership Academy
- ▶ Microsoft Applications and Systems

Aside from scheduled offerings, our Learning & Talent Development team is also available to consult with individuals and teams regarding their specific needs.

2017 Accomplishments

- ▶ 2,612 participants attended a 2017 Learning & Development course offering
- ▶ Built a pipeline of diverse talent through internal and external programmes:
 - Graduate Scheme (UK) – 6 participants
 - Trainee Programme (UK) – 25 trainees
 - IT Apprenticeship (UK) – 2 apprentices
 - Discovery Internship (US) – 8 interns
 - Summer Internship Programme (US) – 10 interns
- ▶ Conducted employee workshops focused on defining Janus Henderson's long-term strategy; with more than 1,800 participants globally
- ▶ Supported employees and the business during the merger and integration through:
 - Tougher Minds offerings in the UK and US
 - Leading Change, a monthly change management newsletter geared towards people managers
- ▶ Unified the Janus Henderson performance management process



Janus Henderson colleagues compete during the 2017 Sports Day event in London.



As part of the London Sports Day event, funds were raised for the Dame Kelly Holmes Trust.

Health & Wellbeing

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

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

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

2017 Accomplishments

- ▶ Ranked in the top 10 for medium-sized firms in Britain's Healthiest Workplace survey
- ▶ Launched a Wellbeing Programme Site on the company intranet
- ▶ Held a Wellness Expo in Denver and a Wellbeing Expo in London
- ▶ Conducted "Financial Education Day" in the London office to help support employees with their finances
- ▶ Provided gym discounts/reimbursement (varies by location)
- ▶ Harmonised our global Employee Assistance Programme to ensure that all employees have access globally
- ▶ Communicated wellbeing-related topics globally and at specific locations; methods included the Wellness at Work Podcasts, Healthy Habit Newsletters and a Medical News Blog
- ▶ Offered an "Avoiding Burnout" online course to all employees
- ▶ Biometric Screenings/Mini Health Checks offered onsite in select locations
- ▶ Held the annual 14er Challenge; which provided 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.



Employee Perks, Events and Programmes

To support our guiding principle of teamwork, Janus Henderson has implemented a variety of perks and programmes that contribute to a positive environment and enable employees to network, socialise and build relationships. These include our recognition programmes, service awards and employee events.

2017 Accomplishments

- ▶ Established a calendar of events across the globe, including: holiday parties, recognition activities and events that include the children and families of our employees
- ▶ Launched a global service award programme and established a long-tenure club that recognises employees who have dedicated 15 years or more to the firm
- ▶ Continued to offer employee discounts at local and regional levels



Our Community

Innovative Philanthropic Outreach

Through the Janus Henderson Foundation, we are able to invest in educational programmes that will make a positive impact on future generations around the world as well as support charities our employees are passionate about through our Matching Gift Programme.

Our mission: To create opportunities that help individuals succeed and achieve their goals through education, as well as support communities and organisations in the areas where we live and work.

In 2017, we supported the following initiatives through multi-year grant funding:

Angkor Hospital for Children

Cambodia | USD \$18,935

Since opening their doors in 1999, the Angkor Hospital for Children has provided more than 1.5 million treatments to Cambodia's poorest children and their families, and has been officially recognised as one of Cambodia's few paediatric teaching hospitals. Janus Henderson's grant will provide clinical and neonatal care training to nurses and staff, with the overall objective of reducing infant deaths in Cambodia.

Denver Public Schools (DPS)

Denver | USD \$172,500

The Growth Through Connections grant funded teacher training in three DPS schools and focused on the ways educators can enhance their relationships with more than 600 students. This model will be implemented into the Denver Teachers Residency training curriculum and rolled out to all district teachers within four years.

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. Grant funding will benefit the programme's initiatives.

The Lord Mayor's Appeal – A Better City for All

London | USD \$13,525

The Lord Mayor's Appeal is designed on four key pillars geared to build a city that is inclusive, healthy, skilled and fair. Through various partnerships, the appeal will work to address emotional and mental wellbeing, and ensure youth are equipped with the skills they need to be career ready. Grant funding will benefit the initiatives launched by this appeal.

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 experience for youth in Colorado. Funding will benefit associated programmes such as Young AmeriTowne, International Towne, YouthBiz, summer camps, and others.

684
Charities Reached

\$357,000
donated through our Employee Matching
Gift Programme

Additional grants were awarded to the following organisations:

Bear Cottage

Australia | USD \$7,975

An initiative of the Children's Hospital at Westmead, Bear Cottage is a hospice for children with life-limiting conditions.

CASCAID Charity

UK | USD \$32,500

CASCAID is an initiative that brings friends and colleagues from around the asset management community together to raise money for Cancer Research UK in 2017. Janus Henderson has contributed to this effort through various fundraising methods, including the Trans-Atlantic Bike Tour held in May as part of the merger celebrations.

Colorado Succeeds

Colorado | USD \$15,000

Colorado Succeeds is a network of businesses geared to advocate for and support schools, providing a perspective that paves the way to a better public education system. In 2017, Janus Henderson supported this organisation by funding the Excellence in Education award.

Cure Cancer Australia

Australia | USD \$7,975

Cure Cancer Australia is dedicated to funding crucial cancer research from Australia's brightest emerging minds. The organisation believes early-career researchers who offer new ideas and challenging perspectives are the key to advancing the fight against all types of cancer.

Dame Kelly Holmes Trust

UK | USD \$6,795

The Dame Kelly Holmes Trust trains and develops world-class athletes to deliver personal, social and emotional development programmes for young people facing disadvantage. Through transformational mentoring, young people become empowered to realise the attitudes and behaviours needed to lead a positive life.

Global Social Venture Competition (GSVC)

Global | USD \$25,000

GSVC empowers the next generation of social entrepreneurs by providing them with mentoring, exposure, and more than \$80,000 in prizes to transform their ideas into ventures that address the world's most pressing challenges. Teams from across the globe learn how to design scalable models through a process that emphasises stakeholder discovery, business innovation, and social impact assessment.

Operation Underground Railroad

Global | USD \$25,600

Operation Underground Railroad is a non-profit which assists governments around the world in the rescue of human trafficking and sex trafficking victims, with a special focus on children.

Spitalfields Music

London | USD \$13,250

Spitalfields Music brings together world-class artists and local people in one of the most unusual and creative corners of London. The organisation produces an annual festival and runs creative music projects throughout the year in the local community.

In 2018...

In 2018, the Janus Henderson Foundation looks forward to helping Denver Public Schools create a career pathway for students to become the teachers of tomorrow through a new and exciting apprenticeship programme. The Foundation is also excited to expand the TutorMate Programme to London. This expansion of the programme, in partnership with Innovations for Learning, allows primary school aged children access to an online tutor to help improve their reading comprehension.



Janus Henderson's Michelle Marcano-Johnson tutors a first grader in reading as part of the TutorMate programme.

The Janus Henderson Charity Challenge

In 2017, Janus Henderson's Denver office participated in a philanthropic challenge that enabled employees to nominate charities for funding from the Janus Henderson Foundation, J Tank.

In 2018, this programme will be rolled out globally as The Janus Henderson Charity Challenge and will include the following components:

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 have the opportunity to vote on their favourites. Employees can vote for up to three charities with their first-place vote receiving a USD \$10 contribution from the Foundation. 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.

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.

2017 Awards

In all, USD \$215,000 was awarded through the competition:

- ▶ Grand Prize: Camp Boggy Creek – USD \$80,000
- ▶ 1st Runner Up: Habitat for Humanity – USD \$45,000
- ▶ 2nd Runner Up: Operation Underground Railroad – USD \$45,000

Additional Prizes:

- ▶ Seeing is Believing: USD \$15,000
- ▶ Pat Tillman Foundation: USD \$15,000
- ▶ Light the Night: USD \$10,000



Janus Henderson's Wendy Schorsch participates in the 2017 J Tank competition, nominating Habitat for Humanity.

“J Tank provided a wonderful opportunity to listen to all of the finalists' presentations and I was moved by the worthy causes each charity supports. After what I am sure was a painstaking deliberation, I am truly thankful that the judges awarded a J Tank grant to Camp Boggy Creek. For over 20 years, I have used a week of my time off to volunteer as a camp counsellor at Camp Boggy Creek during their paediatric cancer sessions. Camp Boggy Creek will use the \$80,000 grant for its new Camper Transition Programme. This weekend programme is specifically tailored to meet the needs of emerging young adults from all of the 15 major illnesses Camp Boggy Creek serves. The programme involves networking with peers, learning about basic life skills such as cooking, car maintenance, resume building, job interviewing, budgeting, and most significantly, transitioning from paediatric to adult medical care.”

Patricia Flynn, Chief Compliance Officer, Intech



Colleagues in both our London (pictured above) and Denver offices raised funds for charity during the 2017 Trans Atlantic Bike Tour.



Employees in Denver wrapped gifts during the 2017 Holiday Giving Campaign.

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 an eligible donation is made, the Janus Henderson Foundation gives in turn.

Disaster Relief

The Janus Henderson Foundation is committed to supporting the ever-evolving needs of communities across the world, especially in times of need. We act globally by partnering with the Disaster Emergency Committee to respond to appeals and we utilise our local resources to act and respond to disasters in our local communities.

Those addressed in 2017 include:

- ▶ Grenfell Fire Appeal – USD \$13,525
- ▶ Hurricanes Irma and Harvey – USD \$63,256
- ▶ Ethiopia and Somalia Drought Appeal – USD \$13,525
- ▶ Wildfires in California & Missouri – USD \$20,000
- ▶ Myanmar Refugee Appeal – USD \$13,525



Janus Henderson's team in Hong Kong supported Box of Hope during the 2017 Holiday Giving Campaign.

Employee-Led Giving

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

In 2017, the following employee-led efforts contributed to this mission.

Have a Heart Drive

Denver

- ▶ Collected \$12,617 for Food for Thought, an organisation that provides snack packs for Denver Public School students in transitional housing
- ▶ Provided the Tennyson Center, which serves abused and neglected children, with emergency kits

Hunger Task Force Food Drive

Milwaukee

- ▶ Collected funds and food donations

Reach Out and Read Book Drive

Denver

- ▶ Employees donated 250 books to help low-income children build their home libraries. Some books were also donated to health clinics so they can provide children books to take home after their office visits

Back to School Drive

Denver, California, Chicago, Boston and London

- ▶ Collected \$4,169 worth of supplies
- ▶ Collected \$455 for school uniforms

Wish for Wheels Bike Build

Denver

- ▶ Partnered with Wish for Wheels to provide 100 bikes to youth at Mercy Housing

American Red Cross

Denver

- ▶ Assembled and donated first aid kits

There with Care

Denver

- ▶ Assembled cleaning kits for families with critically ill children

Global Holiday Giving Campaign

US, Hong Kong and London

- ▶ In London, employees raised \$5,200 for Community Links through an office-wide Charity Raffle. Additionally, 12 large bags of toys were donated
- ▶ In Hong Kong, employees participated in the Box of Hope project, packing more than 30 boxes full of educational supplies for underprivileged children
- ▶ In the US, employees donated toys and time to the following organisations:
 - Amp the Cause
 - Toys for Tots
 - Warren Village



Total Monetary Donations	Total Charitable Sponsorship through Community Relations:	Number of Volunteer Hours:	Monetary Value of Volunteer Hours to the Charities:
USD \$105,984	USD \$167,773	2,339	USD \$56,463



Our Clients

Our corporate mission is focused on delivering excellent performance and service to our clients, and our philosophy is to put clients first and ensure their needs are at the heart of everything we do. Embedding a client-centric attitude across our global business helps to ensure the fair treatment of our clients in our overall business model.

Progress Is Measured By:

1. Surveying staff attitudes to customer issues
2. Tracking customer satisfaction and customer feedback in major client channels
3. Taking leadership roles in client-focused industry forums
4. Early adoption of appropriate industry and regulatory initiatives



Janus Henderson focuses on the ways we serve our clients during the annual North American Distribution Meeting.

2017 Progress and 2018 Outlook

Client-Focused Regulatory Change

In 2017, regulatory change in most major markets has continued to focus on the fair treatment of customers and investor protection. Common themes have included:

- ▶ How investment products are communicated to distributors and investors
- ▶ Managing conflicts of interest
- ▶ Complaints handling
- ▶ The receipt and disclosure of costs, fees and commissions by both product manufacturers and distributors

Janus Henderson has maintained an important role in coordinating industry feedback from both product manufacturers and distributors to regulators and industry bodies on these important regulatory customer-focused initiatives.

Strengthened Reach, Brand & Programming

Bringing together Janus and Henderson in 2017 also brought complementary opportunities for ensuring our clients are at the heart of everything we do. These efforts, including those outlined below, continue to benefit our clients today.

Knowledge. Shared

Janus Henderson's award winning "Knowledge. Shared" brand proposition reflects the importance we place on transparency of approach, partnerships with clients, and the sharing of insight and thought leadership from our investment teams. We continue to operate around this philosophy both internally and externally.

Janus Henderson Labs™

Janus Henderson Labs offers high-impact business and life-enhancing programmes and specialists to help financial professionals build, grow and succeed. With time-saving solutions and expert information, financial professionals can not only survive, but thrive, by taking full advantage of the incredible opportunities the changing investment advice landscape creates. In 2018, we will continue to bring the innovative Janus Henderson Labs programme to more of our clients around the world.



Responsible Investing

We believe that Environmental, Social and Governance (ESG) integration can help protect and enhance value, and empower our investment teams to develop their own distinct approach for their asset class and client base. Janus Henderson supports ESG integration through a framework that includes a wide range of tools and shared resources as well as appropriate risk management and controls. These measures are designed to ensure investment teams are aware of ESG risks and opportunities in order to help meet client requirements. Our approach reinforces our belief that ESG factors are critical ingredients for long-term business success.

Stewardship and Company Engagement

Janus Henderson is committed to the principles of good stewardship. We are a signatory to the UK and Japanese Stewardship Codes and a supporter of similar initiatives around the world.

Corporate Governance

In formulating our approach to corporate governance, we are conscious that a “one size fits all” policy is not appropriate. We seek to vary our voting and engagement activities according to the market, taking note of local market codes for best practices. We consider certain core principles to be universal, including: disclosure and transparency, board composition, shareholder rights, audit and internal controls and remuneration.

ESG Integration

ESG issues represent a wide range of investment factors encompassing environmental (climate change, water scarcity), social (human capital, supply chain labour standards) and governance issues (board composition, executive remuneration). The focus at the group level is on ensuring that ESG considerations are fully integrated into support functions for our Investment teams, including: research, investment platforms and risk tools. We subscribe to a wide range of external specialist ESG research which is made directly available to our Investment Management function. We have a dedicated and specialised in-house governance team that supports all of Investments as a resource to promote ESG integration. Janus Henderson is a founder signatory to the United Nations Principles of Responsible Investment and an active member of a wide range of other organisations and initiatives that work to promote ESG integration and responsible investment.

Voting

Our first priority is to act in the best financial interests of our clients. Janus Henderson has adopted proxy voting guidelines and procedures which provide an overview of how portfolio securities may be voted in proposals dealing with particular issues. We analyse and vote on ESG proposals in accordance with what we believe to be in the best, long-term interests of shareholders. 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. They are also responsible for monitoring and resolving possible material conflicts with respect to proxy voting.

Oversight

Janus Henderson has a Responsible Investment Committee which oversees and reviews the implementation of this policy and other related ESG issues that may arise within the company. The Committee is composed of senior staff from our investment teams, members of our Governance and Responsible Investment team and our Distribution team. The Committee is responsible for evaluating the effectiveness of our ESG work in influencing companies and generating analysis of value to our investment decision making.



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 look to offset these emissions by investing in certified carbon saving projects.

2017 Performance

- ▶ Measured and offset carbon emissions (Scope 1, 2 & 3) for 16 of our 29 global offices, equating to 5282 tonnes of CO₂e
- ▶ Participated in the Carbon Disclosure Project (CDP), achieving a score of B, which falls within the top 25% of our market sector
- ▶ Implemented the following changes to reduce the overall emissions from our operations:
 - Upgraded our AV systems firm-wide and encouraged the use of web conferencing in place of travel when possible
 - Moved to a more energy efficient office in Melbourne with a 4* NABERS Energy Rating (National Australian Built Environment Rating System)

Progress is Measured By:

We track our green house gas 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.

Building Accreditations

Sustainably designed and well run buildings make good business sense as they invariably have lower carbon emissions, are less expensive to run and reduce the risk of changing environmental legislation.

- ▶ Janus Henderson's Global Head office in London, which accommodates 35% of employees, has received a Building Research Establishment Environmental Assessment Method (BREEAM) Excellence rating with an estimated 41% reduction in operational carbon emission, compared to minimum standards.
- ▶ Our primary office in Denver, in which 28% of employees are based, has received the Leadership in Energy and Environmental Design (LEED) Silver certification from the US Green Building Council (USGBC) in the Existing Building: Operations & Maintenance category.
- ▶ Both of our new Pan Asia hub offices are recognised for their sustainability: Sydney with 4* NABERS Energy and Water ratings and Singapore as the Council for Tall Building and Urban Habitat (CTBUH) Skyscraper Award for Best Tall Building Asia and Australasia Region in 2015.

Transportation Options

The Denver office is positioned near city bike paths and offers bike storage, providing employees with an environmentally friendly commute option. Any employee who elects to use public transport is also provided with a complimentary bus pass and charging stations for electric vehicles have been installed in the parking garage.

In the London office, a Cycle to Work programme provides a tax incentive for this alternate form of travel and Season Ticket Loans are offered interest-free to support the use of public transportation.



Opportunities for Employees to 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.

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 employees get involved by visiting [JanusHenderson.com](https://www.janus-henderson.com) > In the Community.

For more information, please visit janushenderson.com.

Janus Henderson
INVESTORS

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