

2021

IMPACT REPORT



2021

6

GOVERNANCE

Discover our Environmental, Social and Governance (ESG) identity and governance structure that reflects our commitment to Corporate Social Responsibility

9

RESPONSIBLE INVESTING

Explore how we utilise environmental, social and governance integration in our investment processes and how we share related insights with our clients

16

OUR PEOPLE

Take a deep dive into how we live out our Employee Value Proposition and our commitment to our culture focused on diversity, equity and inclusion, and create equitable opportunities for our people to thrive

29

OUR ENVIRONMENT

Learn more about how environmentalism and sustainability are at the heart of our business

33

OUR COMMUNITY

Explore the innovative giving initiatives that reflect the passions of our employees and the work of the Janus Henderson Foundation

A YEAR IN REVIEW

INTRODUCTION

Our primary focus has always been on empowering our clients to achieve their financial goals. The past year has highlighted, more so than ever before, that integrating Environmental, Social and Governance (ESG) practices into our investment decision-making is fundamental. Both the ethical and practical values of ESG have always been at the heart of what Janus Henderson Investors (JHI) stands for, and we support the increased demand for corporate commitment to improve ESG standards.

RESPONSIBLE INVESTING

As an active asset manager, we believe integrating ESG factors into our investment decision-making practices is fundamental in aiming to maximise long-term, risk-adjusted returns and positive outcomes for our clients. We have acknowledged – and welcomed – an increased appetite from clients, and the industry in general, to assess more than just financial returns in investment portfolios. Yet we also recognise the lack of consistency and transparency in ESG implementation across the industry. Over the past year, we have made significant strides to bolster our governance and transparency of ESG practices, such as through the establishment of our ESG Steering Committee, enabling us to ensure that strategic issues relating to ESG are appropriately identified and managed across the firm on an ongoing basis and in the best interest of our clients. The formation of a specialist ESG Investments Team is intended to provide additional governance around investments specifically and offers a constant stream of ESG intelligence that powers portfolio construction, product development and thought leadership across the firm.

ENVIRONMENT

We recognise the urgent action and crucial role that asset managers must take in addressing climate change and remain committed to entrenching sustainable practices throughout our business. Our carbon offsetting portfolio has enabled us to offset our unavoidable operational emissions to achieve CarbonNeutral® status* for the past 15 years, and empowers us to contribute to numerous emission reduction and removal projects around the world. In 2021, we reached our target set out in 2019 to reduce the firm's carbon footprint by 15% per full-time employee from our 2018 baseline. This year, we will endeavour to ensure this momentum continues through setting new targets and continuing to adopt initiatives that reduce our global environmental impact.

PEOPLE

Almost two years since the start of the global pandemic, a priority for us globally has been listening to and supporting the diverse needs of our 2,000 strong workforce. From a formal hybrid working model to establishing a backup care provision, we have remained committed to ensuring our people feel able to bring their best selves to work whilst maintaining a healthy work/home life balance.

We have worked diligently to increase underrepresented talent in the workplace, setting measurable goals around specific demographic groups – such as increasing the percentage of women employees in senior leadership positions to 30% and increasing the number of racially and ethnically diverse senior managers to 16% by 2023. This enables us to cultivate a workforce which more accurately reflects the communities in which we operate. Through regular engagement with our people, we are able to maintain an inclusive and equitable environment that provides equal opportunities for our teams globally.

COMMUNITY

As we navigate the aftermath of a devastating global pandemic, it is more important than ever before to support those communities most in need. During the firm's Month of Service in May, our people provided essential support to organisations that take care of those most vulnerable within our global community. Education has been a prevalent philanthropic theme over the past year; with young people's education a major casualty of the pandemic, the Janus Henderson Foundation continues its mission to fund innovative educational programmes.

CONCLUSION

Thank you for taking time to learn about our efforts over the last year. The ESG landscape is still maturing and influencing our people, our culture and our choices in various ways. We are confident that our focus on integrating best-in-class ESG practices across our business allows us to serve our clients with simple excellence and empower them to achieve their financial objectives.



TIPHANI KRUEGER

Global Head of Human Resources,
President of the Janus Henderson Foundation



ROGER THOMPSON

Chief Financial Officer

*CarbonNeutral® certification applies to Janus Henderson Investors since 2017 and Henderson Global Investors prior to this date.



OUR PURPOSE

WE EXIST TO HELP OUR CLIENTS ACHIEVE THEIR LONG-TERM FINANCIAL GOALS.

OUR VALUES

WE PUT OUR CLIENTS FIRST:

We aim to be a partner our clients can trust.

- ▶ Put our clients at the heart of everything we do
- ▶ Understand and appreciate our clients' needs
- ▶ Earn our clients' trust by delivering simple excellence

WE ACT LIKE AN OWNER:

We aim to be a responsible custodian for our owners.

- ▶ Treat our shareholders' money like it is our own
- ▶ Innovate and create long-term value
- ▶ Be passionate about learning and evolving for the future
- ▶ Be accountable for outcomes both good and bad

WE SUCCEED AS A TEAM:

We aim to create a collaborative environment, fostering a culture where our colleagues support each other to thrive and achieve their personal and professional goals.

- ▶ Collaborate broadly to achieve our goal
- ▶ Help each other thrive
- ▶ Encourage diverse perspectives

CORPORATE ESG VALUES

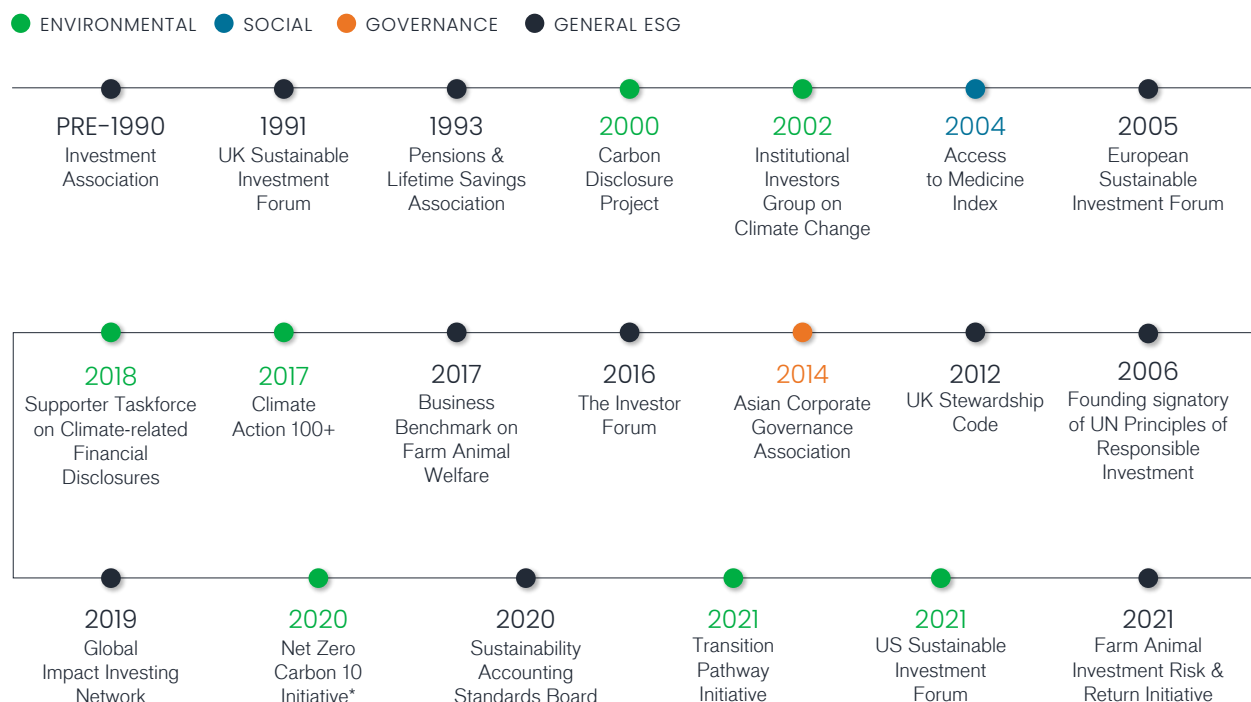
Invested in Connecting

More than ever, as a society we expect organisations to conduct themselves with transparency, integrity and positive intent that extends beyond financial value. At Janus Henderson Investors, we view our main responsibility as fiduciary: our clients place their trust in our expertise to invest, and we play an important role in shaping the financial and corporate landscape in doing so. This means that how we conduct ourselves is of the utmost importance – to deliver value to our clients and shareholders in a way that positively contributes to a healthy and thriving economy.

For Janus Henderson Investors, how we operate as a business and how we act as an investor are intrinsically linked. As an active manager, we believe that integrating Environmental, Social and Governance (ESG) factors into our investment decision-making and ownership practices is fundamental to delivering the results clients seek. We offer a true global reach with a presence in all major markets, combined with the responsive tailored solutions and personal touch you would expect from a local partner.

Both the ethical and practical values of ESG have always been at the heart of what Janus Henderson stands for. The biggest change we have seen and welcomed in 2021 is the increased appetite of clients, and the industry in general, to talk about ESG factors. The drive to assess more than just financial returns reflects a broad cultural change within the industry, and perhaps a generational shift within society. We welcome this change and support the increased demand for corporate commitment to industry-wide standards.

OUR ESG AFFILIATIONS



*Net Zero Carbon 10 applies to specific products managed by the Global Sustainable Equity and UK Responsible Income teams.

GOVERNANCE OF ESG AT JANUS HENDERSON

Being a global asset management organisation comes with important responsibilities. As an active manager, we believe that integrating ESG factors into our investment decision-making practices is fundamental to delivering the results clients seek. We believe ESG investing demands active and ongoing engagement and we are committed to maintaining focus on long-term sustainability and returns.

- At a corporate level, ESG principles influence our people, our culture and our choices, helping to make us a better company.
- At an investment level, we have integrated ESG factors into our analysis and processes, helping us to identify opportunities and risks, and influence positive change as we engage with companies.
- Recognising that there is a lack of consistency in ESG implementation and articulation across the industry, we seek to be clear in our communication as well as providing insight and education for our clients.

To help ensure that strategic issues relating to ESG are appropriately identified and managed across the firm in the best interest of our clients, Janus Henderson established an ESG Steering Committee during 2021. This body, which is chaired by Enrique Chang, our Global Chief Investment Officer, contains several members of our Executive Committee and senior representatives responsible for ESG activities within our Distribution and Investment teams. Under this ESG Steering Committee, individual initiatives have been created to ensure that the ESG operating model within Investments continues to evolve, our funds and mandates respect emerging regulation pertaining to ESG, and there is sufficient awareness of the firm's activities relating to corporate social responsibility.



In addition to this governance structure, regular management meetings are organised around various topics relating to ESG. Janus Henderson's approach to incorporating ESG-related risks and opportunities into its management structure has broadly been to integrate with existing frameworks, rather than creating a parallel structure specifically for ESG. An exception to this has been decided for Investments, where a committee has been set up to provide oversight of ESG matters. This committee, chaired by Paul LaCoursiere, our Global Head of ESG Investments, is responsible for ensuring that the Investments framework for managing ESG-related risks is adequate and effective. Other management committees with ESG-related responsibilities include the Diversity, Equity & Inclusion Committee, the Ethics & Conflicts Committee and the Proxy Voting Committee.

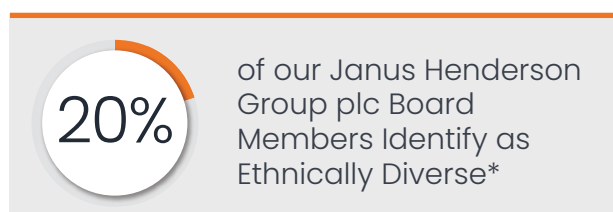
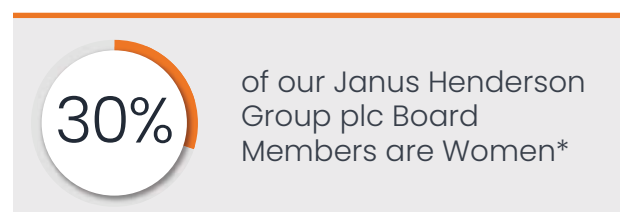
MANAGEMENT COMMITTEES WITH ESG-RELATED RESPONSIBILITIES



Governance at Janus Henderson

As an organisation dedicated to the management of risk, Janus Henderson embraces all relevant aspects of governance and overall risk management. Our commitment to good corporate governance is evident in our policies and practices and held to the highest standards by our Board of Directors and our stakeholders.

The Janus Henderson Group Board comprises a Non-Executive Chair, a Non-Executive Deputy Chair, an Executive Director and nine other Non-Executive Directors. The Board has delegated specific responsibilities to four standing committees of the Board: Audit, Compensation, Nominating and Corporate Governance, and Risk. The Board receives regular updates on ESG matters during board meetings throughout the year.



* Data as of 31 December 2021

Our Commitment to Ethics

The most important asset that Janus Henderson manages on behalf of its clients and its shareholders is their trust. We have a number of policies and practices that explain how we act with integrity and honesty, including our financial crime and inducements policies. These policies cover anti-money laundering and anti-bribery and corruption, among others.

During 2021, we have continued to significantly strengthen our risk and control environment by simplifying and enhancing our approach to managing risks that exist across our business. For example, we have updated policies to include clearer escalation and whistleblowing procedures for employees and to better protect fund holders in relation to entering and exiting funds and liquidity management. We have also created an Operational Anti-Money Laundering Team to enhance the management of risks in day-to-day operational activities.

All employees, officers and directors are required to conduct annual mandatory training covering such topics as IT security, code of ethics, anti-money laundering, anti-bribery and corruption, and fraud prevention. Extensive work has been conducted during the year with a new training provider to enhance existing mandatory training and to actively plan for next year's training roll-out, with significant focus on ethical conduct and conflicts. In addition, we proactively on-board new employees with clear guidance on ethical conduct requirements by scheduling regular 'New Joiner' meetings to explain the Personal Code of Ethics rules and provide an overview of 'Employee Compliance' requirements.

ANTI-BRIBERY AND CORRUPTION

Our anti-bribery and corruption policy highlights our zero tolerance towards any acts, offers or commitments which might be regarded as bribery or corruption and extends to Janus Henderson's business dealings and transactions in all countries in which it operates, and all directors, employees, consultants and business contacts.

ANTI-MONEY LAUNDERING AND FINANCIAL CRIME FRAMEWORK

We strive to conduct business in a fair and lawful manner and aim to obtain the highest standards of financial crime prevention in the areas of anti-money laundering and counter-terrorist financing compliance, adherence to economic and sectoral sanction regimes, and preventing the facilitation of tax evasion and anti-bribery and corruption.

CONFLICTS OF INTEREST

Our Conflicts of Interest Policy sets out principles and processes for Janus Henderson and its employees to act in the best interests of clients, including by fairly resolving any conflicts of interest between them.

INDUCEMENTS

Our Global Inducements Policy sets out requirements in relation to fees, commissions and non-monetary benefits that may be offered to or accepted from third parties.

PERSONAL CODE OF ETHICS

The Code of Ethics provides specific rules and principles to ensure employees meet obligations to the company and our clients when engaging in personal account dealing, outside business activities, receiving gifts, entertainment and meals, and participating in political activities. The rules are clearly structured to encourage good judgment and active engagement with compliance to mitigate any potential conflicts or risks.

WHISTLEBLOWING

Our Complaint Reporting, Resolution and Non-Retaliation Policy (Whistleblowing) sets out the procedure for reporting and investigating concerns without fear of reprisals or detrimental treatment. Employees are able to raise concerns anonymously to an independent third party, which provides a confidential 24-hour phone line and online portal.

BUILDING ON OUR HERITAGE OF RESPONSIBLE INVESTING

As a global active asset manager, we believe integrating Environmental, Social and Governance (ESG) factors into our investment decision-making and ownership practices is fundamental to delivering the results clients seek. An issue as pressing as ESG investing demands active and ongoing engagement and we are committed to maintaining a focus on long-term sustainability and returns. We also recognise that the ESG investment world is evolving, and we seek to partner with clients and act as a guide on that journey.

Evolving our ESG Proposition

Below is a summary of the progress we have made to embed ESG at the heart of our investment and stewardship approach.

- HIRED OUR GLOBAL HEAD OF ESG INVESTMENTS
- ADDED RESOURCES FOR GOVERNANCE & STEWARDSHIP
- CREATED A CENTRALISED ESG INVESTMENTS TEAM
- EVOLVED OUR ESG OVERSIGHT GOVERNANCE
- UPDATED OUR SUSTAINABILITY POLICY
- STRENGTHENED OUR ESG DATA AND TOOLS, EXTENDED THE NUMBER OF ESG DATA PROVIDERS AND ADDED MSCI AS OUR FUTURE STRATEGIC ESG DATA PROVIDER
- SET UP & STRENGTHENED OUR ESG DISTRIBUTION TEAM
- PARTICIPATED IN SELECT ESG INDUSTRY INITIATIVES
- LAUNCHED ESG-FOCUSED FUNDS
- PUBLISHED ESG INSIGHTS – KNOWLEDGE SHARED

KEY ESG FACTS AND FIGURES IN 2021

>1,000

Number of ESG-Related Engagements

>5,000

Number of Votes

50

Thought Leadership and Educational Pieces on ESG Topics

9

New ESG Investment Team Members

Janus Henderson, as of 31 December 2021

Dedicated ESG Specialist Investments Team

In 2021, we created a specialist ESG Investments Team with three pillars – Governance & Stewardship, ESG Investment Research and ESG Strategy & Development. The team's mission is to promote ESG integration across Janus Henderson and serve as a resource for all investment teams.

The three pillars are structured to support our investment teams with ESG integration, stewardship and ESG intelligence for portfolio construction, product development, thought leadership, and data and technology. To head up the new structure, we hired a Global Head of ESG Investments, who joined the firm in the first quarter of 2021.

The Governance & Stewardship Team was strengthened with new members across the Denver and London offices. The team will evolve the firm's engagement and voting policy and process, and lead on collaborative and thematic engagements.

The ESG Investment Research Team is brand new and will support the investment desks with ESG research and insights. The ESG Strategy and Development Team is also new and will focus on ESG data, product design and thought leadership generation.

ESG INVESTMENTS TEAM ORGANISATIONAL STRUCTURE



In the first quarter of 2021, we also set up an ESG Distribution Team to provide a centralised function to support all business functions with respect to ESG. This team will partner with the investment teams on content creation, client enquiries, and aligning our ESG product development and investment capabilities.

Finally, we hired a Head of Client Experience, who has been partnering with the ESG teams to develop sophisticated ESG client reporting that we look forward to sharing with our clients in 2022.

We believe that strong governance is foundational to good business and all aspects of ESG. In 2021, we refined our ESG governance structure, forming a new ESG Oversight Committee that will be accountable for key strategic decisions with respect to ESG investment processes, implementation of regulatory changes, ESG data and product design.

The group is led by the Global Head of ESG Investments and complements the ESG Programme Steering Committee, which consists of the firm's senior leadership, led by the Global Chief Investment Officer.

ESG Policy Update

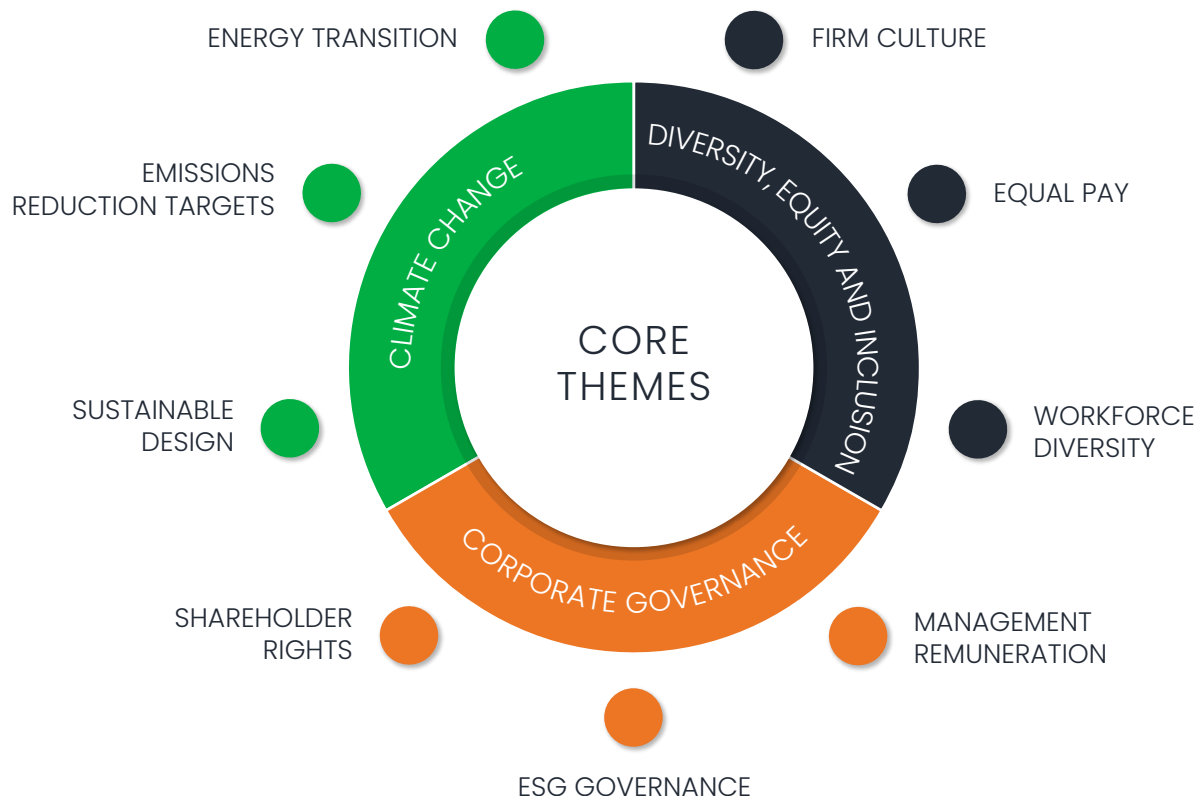
ESG considerations are a key component of the active investment processes employed by our investment teams. These teams operate and are structured in ways best suited to their respective asset classes. Aside from expectations outlined under our ESG Investment Principles, the precise approach to and depth of ESG integration comes down to the discretion and judgement of our investment teams, who apply their differentiated perspectives, insight and experience to identify sustainable business practices that can generate long-term value for investors.

In 2021, we enhanced our voting and stewardship process, formalised our Engagement Policy and agreed on a firm-wide Exclusions Policy.

Engagement Policy

The Governance & Stewardship Team supports the investment teams on relevant ESG issues and developing themes. As long-term active investors, we regard voting and engagement as a means of promoting strong corporate governance, accountability and management of relevant ESG issues. The team proactively partners with investment desks to coordinate thematic engagements around our core sustainability themes of Climate Change, Diversity, Equity and Inclusion (DEI), and Corporate Governance. The team also engages on relevant and emerging themes, such as access to medicines and pertinent issues relating to the COVID-19 pandemic.

At Janus Henderson, we believe in the critical importance of DEI both within our company and in the way we invest. As a result, DEI is embedded in our engagement process with companies, where we hold issuers accountable for their progress on diversity, equity and inclusion metrics.



CORE STEWARDSHIP THEMES

More information on our stewardship approach can be found at the end of this section of the report.

Firm-wide Exclusions Policy

As of Q2 2022, our revised exclusions policy¹ is to apply baseline exclusions for current manufacture, or minority shareholding, of 20% or greater in a manufacturer of:

- Cluster munitions
- Anti-personnel mines
- Chemical weapons
- Biological weapons

Strengthening our ESG Data and Tools

At Janus Henderson, we continue to invest in leading ESG data and tools. In 2021, we signed a contract with MSCI to be our primary strategic ESG data partner. We continued to build out our cloud-based infrastructure to automate and feed ESG data into front office and reporting systems.

We have been refining the integration of ESG into our investment processes, leveraging a wide range of data and tools, as well as well-respected initiatives such as the Sustainability Accounting Standards Board (SASB), Science Based Targets initiative (SBTi) and the Transition Pathway Initiative (TPI), in addition to multiple ESG data vendors and artificial intelligence-based news platforms.

ESG Insights – Knowledge Shared

As ESG issues continue to evolve and mature, we are committed to maintaining an open dialogue with our clients, shareholders, employees and industry groups. As part of our Knowledge Shared approach, we seek to make the thinking of our investment teams widely available through a variety of mediums, including white papers, articles, podcasts, videos and panel debates on our website. In 2021, we generated approximately 50 thought leadership and educational pieces on ESG topics.

The insights ranged from portfolio manager-specific views related to investment themes, with key contributions from our Global Sustainable Equities, Global Natural Resources and Global Technology Leaders teams, to broader papers and debates on the investment implications of net zero, decarbonisation in emerging markets, labelled bonds, COP26 (2021 UN Climate Change Conference) expectations and the topics likely to shape the ESG debate in the year ahead.

ESG-Focused Fund Launches

During 2021, our Global Sustainable Equities strategy marked its 30th anniversary, making it one of the pioneers of positive impact investing. We continued to offer new products with a focus on ESG and sustainability. A key focus was the Sustainable Finance Disclosure Regulation (SFDR) in the European Union, with the categorisation of ESG-related products (Articles 8 and 9). We launched our first round of products under the new categories in March.

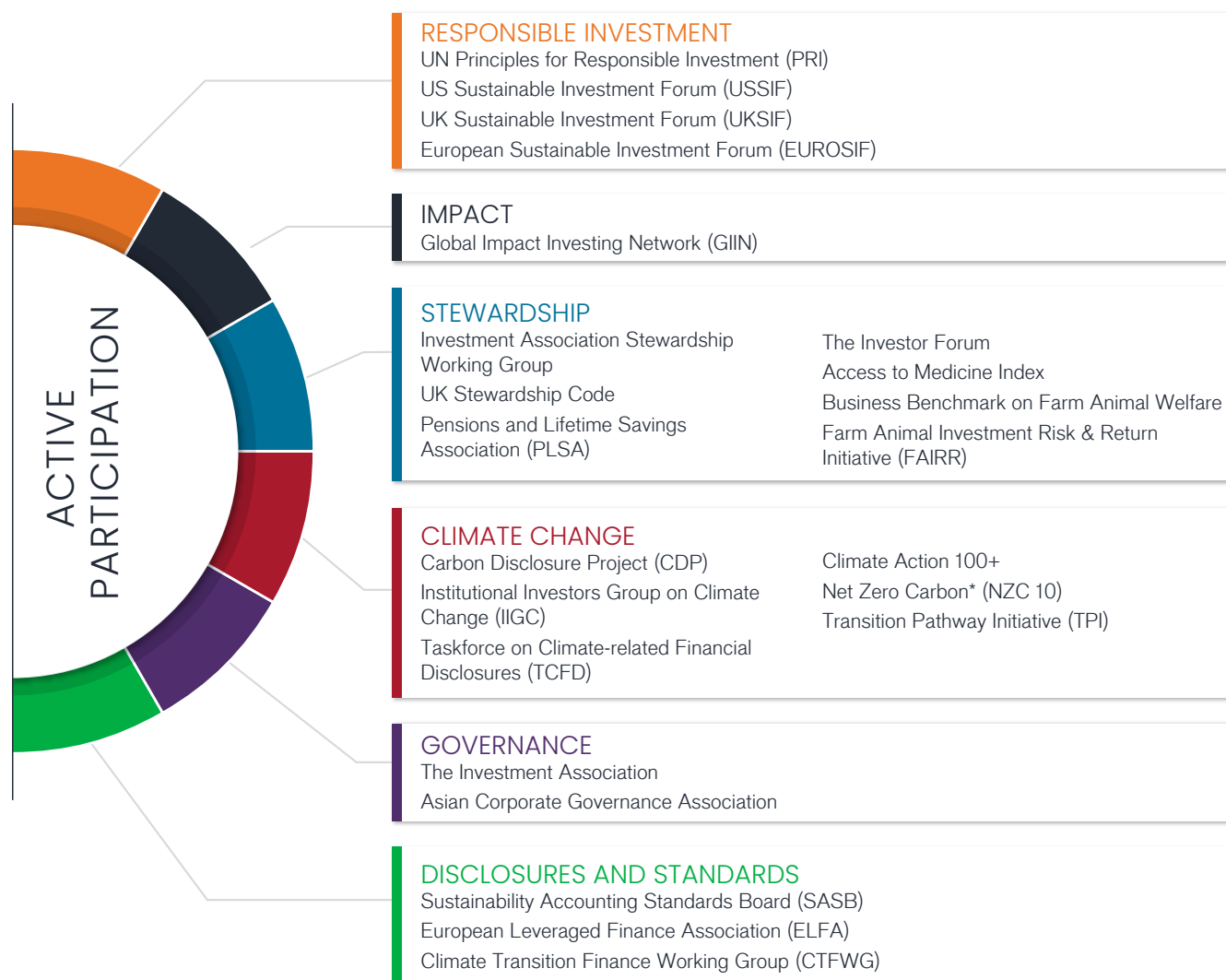
In the US, we launched a suite of five sustainable active exchange-traded funds (ETFs) in September, and in Europe and the UK, three ESG-related funds during July and August. In the Asia Pacific region, we launched a global sustainable equity Australian ETF and mutual fund in September, and extended our sustainable technologies offering in Singapore.

We continue to focus on developing the tools and reporting that will help clients partner with us accordingly to realise their own climate and environmental visions.

¹ Baseline exclusions apply to all Janus Henderson Funds and discretionary segregated mandates. They do not apply to Kapstream and Intech portfolios, index and other derivatives, and passive portfolios (including ETFs) intended to track a benchmark.

PARTICIPATING IN SELECT ESG INDUSTRY INITIATIVES

We have a strong heritage of involvement with sustainability-related organisations and initiatives. As part of our commitment to responsible investment, Janus Henderson is involved in a wide range of ESG-related initiatives as a member, supporter or in an advisory capacity:



* Applies to the Janus Henderson Global Sustainable Equities Team

2021 COMPANY ENGAGEMENT & PROXY VOTING: ACTIVE OWNERSHIP SEEKING BETTER OUTCOMES

WHY ESG ENGAGEMENT?

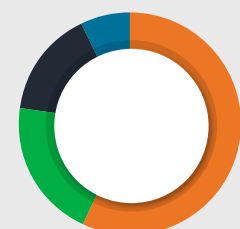
As a responsible steward of capital, Janus Henderson aims to maximise long-term value for our investors. JHI is committed to engaging and voting proxies as ways of enhancing value, including by encouraging issuers to mitigate material ESG risks as appropriate.

2021 HIGHLIGHTS

- Recorded more than 1,000 engagements in 2021 where ESG topics were part of the discussion
- Key ESG issues included:
 - Climate change strategy
 - Human capital
 - Diversity, Equity and Inclusion
- JHI participates in collective engagements with industry peers, including, but not limited to, the Access to Medicine Index initiative, and the Mining and Trailing Dam Safety initiative.

ENVIRONMENTAL	SOCIAL	GOVERNANCE
Climate Change	Human Capital	Management Change
Recycling / Plastic / Packaging Waste	Data Security & Privacy	Audit & Accounting
Energy Transition	Diversity, Equity and Inclusion	Compensation
Land Use & Biodiversity	Communities	Shareholder Rights
Real Estate Sustainability	Access to Medicine	Board Composition / Diversity
Sustainable Design & Products	Supply Chain / Human Rights	Business Ethics
Water	Consumer & Products	Board Oversight of ESG

2021 COMPANY ENGAGEMENTS, BY TYPE



- GENERAL ESG 61%
- ENVIRONMENTAL (E) 17%
- GOVERNANCE (G) 16%
- SOCIAL (S) 6%

Stewardship and Company Engagement

Stewardship is an integral and natural part of Janus Henderson's long-term, active approach to investment management. Strong ownership practices such as management engagement can help protect and enhance long-term shareholder value.

We support a number of stewardship codes, such as the UK stewardship code, and broader initiatives around the world including the UN Principles for Responsible Investment. In 2021, we successfully became a signatory to the Financial Conduct Authority's UK Stewardship Code 2020, regarded as a benchmark in investment stewardship.

Above and beyond the expectation that investment teams incorporate ESG considerations in issuer engagement as appropriate to the respective strategy and individual circumstances, we also ask teams to proactively engage on the following core sustainability themes:



We believe in the importance of investing for financial performance today without borrowing from our collective future. We expect our investment teams to engage with the issuers they invest in to improve performance on sustainability issues, with a particular focus on core engagement themes, and minimise undesirable externalities associated with their economic activities. We seek to avoid financing practices prohibited by key international treaties.

Proxy Voting

Corporate governance regimes vary significantly as a function of factors such as the relevant legal system, extent of shareholder rights and level of dispersed ownership. At Janus Henderson, we vary our voting and engagement activities according to the market, and we pay close attention to local market codes of best practice. However, we consider certain core principles to be universal:

- Disclosure and transparency
- Board responsibilities
- Shareholder rights
- Audit and internal controls

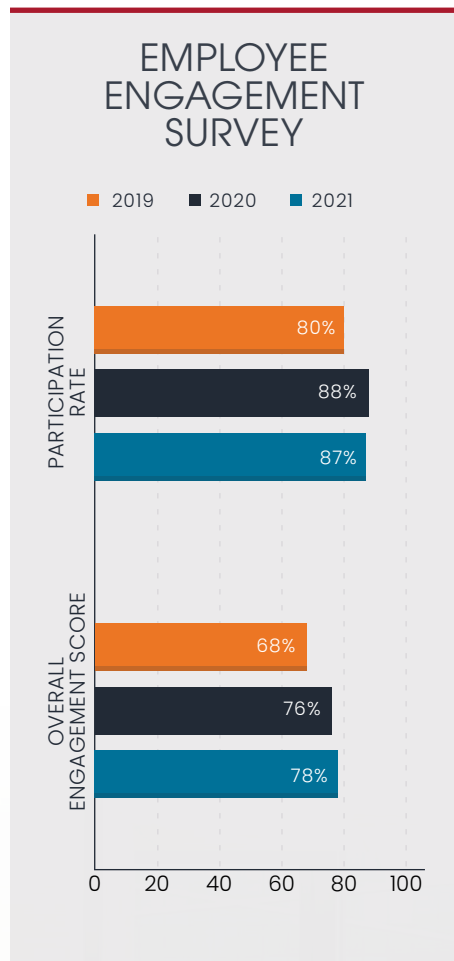
A key element of our approach to proxy voting is to support these principles and to foster the long-term interests of clients. Janus Henderson also recognises that, in some instances, joint action by shareholders has the potential to be more effective than acting alone. This is especially true when shareholders have a clear, common interest.

Where appropriate, we proactively collaborate with other investors on governance and wider environmental and social engagement issues, directly and through industry bodies. Janus Henderson has a Proxy Voting Committee, which is responsible for positions on major voting issues and creating guidelines overseeing the voting process.

The Committee is comprised of representatives from investment portfolio management, corporate governance, accounting, and compliance. Additionally, the Proxy Voting Committee is responsible for monitoring and resolving possible conflicts of interest with respect to proxy voting. Public links to our voting records are available on company websites in applicable jurisdictions.

OUR PEOPLE

Our commitment to our people is key to our way of life at Janus Henderson. Our people-driven culture and commitment to our mission allows us to create an inclusive environment where all employees can bring their authentic self to work. We invest time and resources in supporting the ambitions of our employees by reflecting their values and priorities in our work. Our workplace is built on trust, connections, collaboration and communication, and these fundamental principles are how we connect our employees to what matters.



Employee Engagement Score

We believe listening to our employees is critical to foster a culture of inclusion. We conduct an annual employee engagement survey, and we are encouraged by the strong trend of increasing engagement scores we have seen over the past three years. Our score went from 68% in 2019 to 78% in 2021. Given the impact of our remote working model, engagement could have easily dropped off, so we are pleased to see the increase. We also made positive progress in areas where opportunities to improve were identified in 2020, such as communication of our corporate strategy of Simple Excellence.

While pleased with the gains in this year's results, we can do more in continuing to create exceptional experiences to benefit our employees and clients. These include:

- More open and effective interdepartmental communication. Even with a significant improvement of +5% from last year, communication among departments still appears as the area of greatest potential for moving this organisation forward.
- Other opportunities for us to improve relate to work-life balance, access to the resources we need to do our best work and having input into decisions that affect our work. All of these showed a decline of -5% in 2021. This can be explained, in part, by the majority of us working from home where we are socially distanced from each other, with natural tendencies to 'always be on' against a backdrop of work and personal life existing in the same physical space.

In response to the constructive feedback our employees provided and to help us maintain momentum, we focused on:

- Continuing to support employees' development and highlight opportunities to help them achieve their career goals. We looked for ways to balance structure and flexibility when it comes to helping our employees realise their career aspirations.
- We established a hybrid working model that gives employees the right resources and flexibility to manage their career and personal life.
- We'll continue to create more ways to access shared data, connect people to project insight and bring key stakeholders into conversations earlier.

Our Total Rewards

Janus Henderson is committed to offering employees a comprehensive total rewards package:

Financial Well-Being

Janus Henderson believes that planning and preparing for retirement is a shared responsibility between the employee and the Company. That's why we provide employees with opportunities to help them invest and save for their future and to provide income during their retirement years. Janus Henderson provides employee share plans to enable employees to share in the wealth creation of the business. The Company also provides risk benefits such as Life Assurance which gives employees protection against the financial impact of catastrophic life events. We also focus on Financial Well-Being during our Well-Being Wednesday Series, providing employees with webinars and resources that support them in mastering their money and taking control of their finances.

Overall Well-Being

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

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

EMPLOYEE FINANCIAL WELL-BEING PLAN PARTICIPATION RATE

47%

for the US Employee
Stock Purchase Plan
Participation Rate

61%

UK Buy As You Earn (BAYE)
Participation Rate

77%

International BAYE
Participation Rate

97%

401(k) Participation Rate

97%

UK Pension Scheme
Participation Rate

100%

Pension Scheme
Participation Rate Outside
of US and UK

Janus Henderson, as of 31 December 2021

Diversity, Equity and Inclusion at Janus Henderson

As a global organisation with over 2,000 employees from various backgrounds, we understand the importance of harnessing the diversity of thought and lived experiences of our people to deliver better outcomes for our clients. Our diversity, equity and inclusion strategy is centered around the following goals:

OUR GOALS



Respect and honour our differences and maximise the value to our clients and our business



Improve our insights by taking advantage of learning opportunities that deepen our understanding



Attract and retain talented employees who bring different perspectives and experiences



Monitor our company DEI and supplier diversity metrics compared to industry best practices



Seek to understand our biases and not allow them to influence our decision-making process

The objectives and actions of our strategy are managed with a combined effort across the business. This consists of our DEI Committee comprised of representatives from the Executive Committee, Senior Management and Human Resources; our DEI Regional Council (Asia Pacific, EMEA and North America), which helps identify aspects of diversity, equity and inclusion that are relevant and important in their region; and grassroots efforts led by our Employee Resource Groups.

Ingraining Inclusion

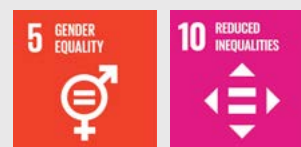
Last year our goal was diversifying diversity. We wanted to understand the various dimensions of our people and the unique attributes they brought to the team. We wanted to go beyond race and gender and understand the invisible dimensions of diversity. We took strategic steps to gather demographic information such as sexual orientation, disabilities and military experience. We educated employees and provided avenues for them to share their authentic self with others. This theme is still paramount, and we continue to view diversification in our people to be just as important as diversification of our investment portfolios. For 2021, we also looked at the theme of inclusion and sought ways to ingrain this as part of our culture.

As a company, we embrace differences and continue to develop a workplace that values the authenticity and uniqueness of our people. As such, we are committed to promoting cultural awareness and respect by implementing equitable policies, benefits, training, recruiting and recognition practices that support our colleagues and our DEI goals.

2021 Key Accomplishments

- Recognised for the past several years by Bloomberg Gender-Equality Index and Human Rights Campaign Index for our inclusive practises.
- JHI executives recognised as LGBT Great Allies; helped educate employees on the usage of pronouns and provided trans inclusion training.
- Obtained a Diversity, Equity & Inclusion Employee Engagement score of 83%, 3% higher than the 75th percentile New Measures industry benchmark.
- Met our 2022 Women in Finance Charter target goal of 25% senior management women representation in the UK as of 31 August 2021; committed to a new goal of 30% (+/-5%) with a target date of 2023.
- Continued to offer an early careers programme for summer 2021 through a virtual working model.
- Established new early career partnerships with #10000BlackInterns, CASP (Catalyst Afterschool Project), upReach Social Mobility, Greenwood Project and College Track for 2021.
- Provided Conscious Inclusion and Microaggressions in the Workplace training on a quarterly basis for employees, in addition to ensuring all new employees completed unconscious bias training.
- Committed to the CEO Action for Diversity & Inclusion Pledge and The Equity Collective.³
- Implemented a hybrid working model and evaluating a longer-term hybrid model to address the diverse needs of our employees.

ADVANCING THE SUSTAINABLE DEVELOPMENT GOALS (SDGs)



2021 DEI HIGHLIGHTS

83%

Diversity, Equity and Inclusion Employee Engagement score

25%

Women in Finance Charter Senior Management Women Representation in the UK¹

47%


of JHI employees are diverse²

¹ Data as of 31 August 2021

² Janus Henderson Investors, as of 31 December 2021. Employees that identify as women, ethnically diverse, former military professionals, LGBT+ and employees with a disability.


³ The Equity Collective is an industry-leading group that have come together to educate, empower and develop the next generation of diverse leaders in the finance industry.

2023 TARGETS



30%

Women in
Finance Charter



42%

Women in
the Workplace



28%

Ethnic Diverse Employees
in the Workplace



30%

Women in Senior
Management



16%

Ethnic Diverse Employees
in Senior Management

Authentic Self

The past year has unequivocally triggered a change in people's awareness and willingness to engage in discussions around diversity, equity and inclusion. This is amplified by the fact that, to a certain extent, we have all lived different versions of the same challenging experiences throughout the pandemic. The boundaries between work and home have become more blurred, and while this may pose some challenges, there is an increase in empathy and understanding of the different layers that exist among our colleagues. To support this, we promoted our 'Authentic Self' series to provide insight to the different layers. We recognise that sometimes we show up differently at work than we do in our personal lives or only show a particular dimension of who we truly are in the workplace. This series provided opportunities for colleagues to 'bring their whole self to work' by expressing themselves openly and honestly through the sharing of lived experiences. We offered seven sessions and had more than 1,200 employees participate in the live or recorded sessions in 2021.

#StrongerTogether

We believe that through thoughtful conversations, intentional actions and a commitment to inclusion, we can continue to build upon the #StrongerTogether campaign launched in 2020. We fostered conversations around injustices, allyship and inequity. These conversations prompted us to go beyond diversity and inclusion and focus on equity to ensure we are aware of and taking steps to remove unintentional barriers so our employees and potential employees can succeed at Janus Henderson. We took the following actions to address this:

1. Introduced a DEI objective during the year-end performance appraisal for all employees to ensure they understand the role they play and the impact they can have on our DEI strategy.
2. Implemented global DEI demographic goals for race/ethnicity and gender diversity for 2023.
3. Continued to streamline our job descriptions to ensure they are inclusive.
4. Implemented a diverse interview panel requirement to ensure diverse perspectives are used to evaluate candidates.
5. Introduced new leadership programmes for underrepresented talent in the workplace.

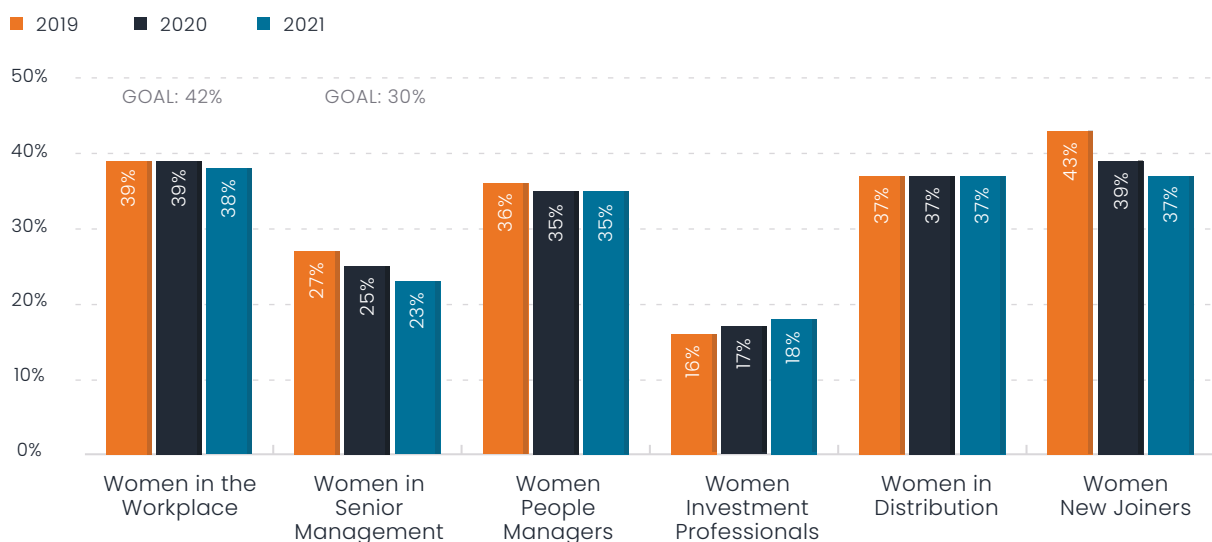
Our clients expect the highest standards from us; likewise, we have high expectations of each other. Our approach to attracting and retaining the best people has always focused on being inclusive – a place where everyone belongs and has equal opportunities to develop and achieve their professional and personal goals.



Our Approach to Gender Equality

We continue to work diligently to capture the various dimensions of diversity within our organisation to ensure our strategy and practices align with the UN Sustainable Development Goal (SDG) of Gender Equality. As a global firm, we have been able to capture the gender identity of our employees, and the figures below represent 100% of our employee population.

Through the alignment with the UN SDG of Gender Equality, we have set targets for gender diversity in senior management roles which will allow us to measure representation in some of the highest-paid roles within our organisation. By focusing on gender diversity, we can address overall representation and narrow the gender pay gap. Through the implementation of work flexibility, formal returnship programmes, back-up child and adult care services, enhanced parental leave, and gender-focused leadership training, we have created a pathway for women to return to and stay in the workplace.



Source: Janus Henderson Investors, as of 31 December 2021, Global Employee Population

Closing the Gender Pay Gap

Our gender pay gap has once again improved year over year. As in previous years, our gender pay gap is driven by a greater proportion of men in the highest-paying positions. Our continued commitment to creating a diverse and inclusive workplace has enabled us to go some way towards addressing our gender imbalance. The pay gap difference is lower among new joiners, for example, reflecting our robust recruitment process, and the mean bonus gap has been closed by increases in bonus amounts to females at senior levels.

We strive to ensure our compensation and reward programmes are competitive and internally equitable to attract, motivate and retain our employees.

UK GENDER PAY GAP:

Pay Gap and Bonus Gap – both mean and median:

2021	MEAN	MEDIAN
Pay Gap	22.3%	26.8%
Bonus Gap	70.3%	37.5%

Proportion of men and women receiving bonuses:

2021	ALL EMPLOYEES	ELIGIBLE* EMPLOYEES
Women	86.0%	98.9%
Men	83.9%	97.2%

*Per JHI policy, permanent employees and fixed term contractors hired before 1 October 2020 are regarded as bonus eligible.

Proportion of men and women by pay quartile:

	LOW QUARTILE	3RD QUARTILE	2ND QUARTILE	HIGH QUARTILE
Women	49%	47%	38%	23%
Men	52%	53%	62%	77%

GLOBAL GENDER PAY GAP:

	MEAN	MEDIAN
Pay Gap	25%	29.5%
Bonus Gap	74%	41.5%

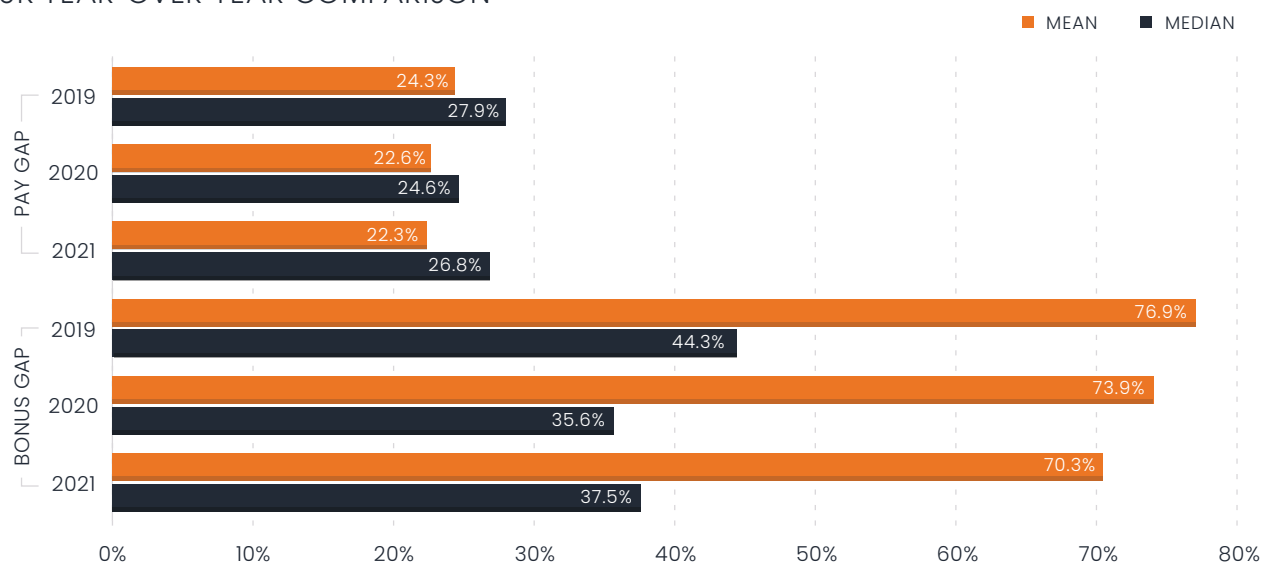
Improving the Pay Gap

Gender representation impacts us all and we have an unwavering commitment to improving gender balance in our higher-paid roles. However, we understand that it will take time to improve our overall metrics.

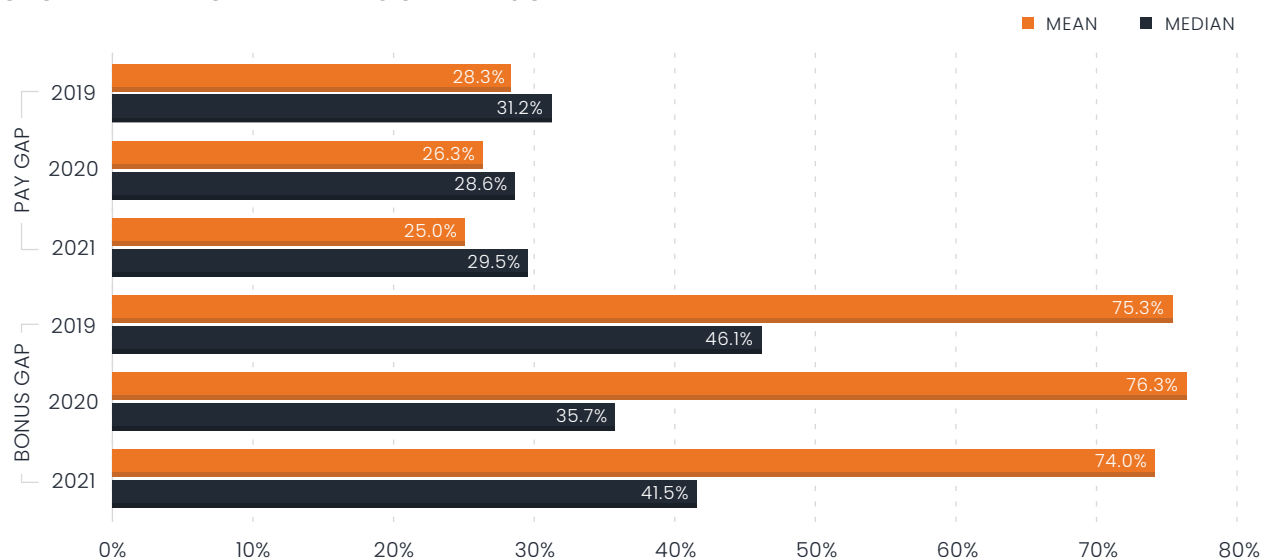
- We make a genuine effort to ensure our managers identify and mitigate their own biases and provide high-quality data and information when the most important pay decisions are made, such as time of hire, when career progression or promotions occur, and each year during the annual pay round.
- All hiring 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, experience and specific qualifications.
- We benchmark positions annually to stay abreast of changing market information and carefully evaluate compensation as careers progress and when promotions occur to keep pay competitive over time.
- Pay is reviewed within an overall framework of meritocracy, which is central to our performance-driven firm. Gender analytics also are integral to this process. We review these in advance of the annual pay round and again during calibration to create awareness and discover any unintended results in real time.

Year-Over-Year Comparisons

UK YEAR-OVER-YEAR COMPARISON



GLOBAL YEAR-OVER-YEAR COMPARISON



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 covering April 2021.
- '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 2020 – March 2021).

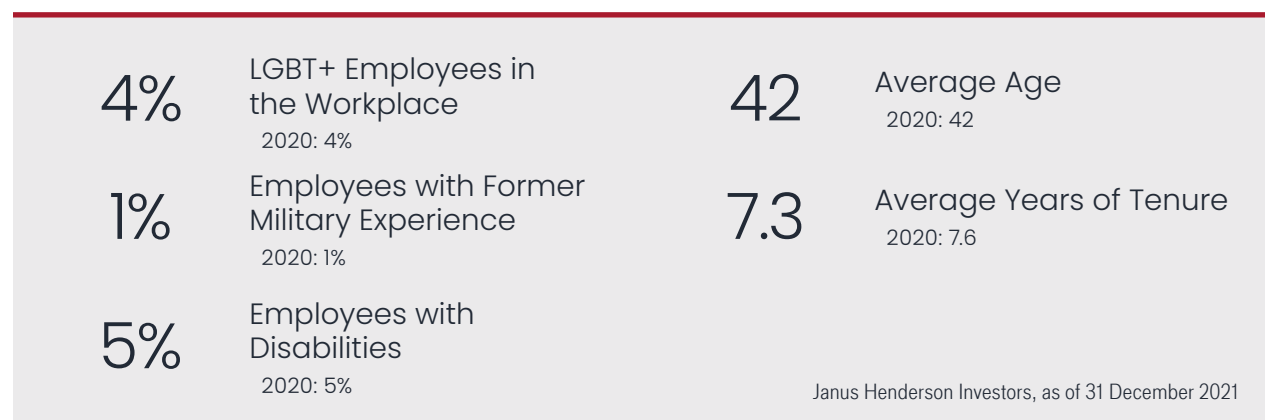
Understanding the Numbers

Our employees are multi-dimensional, and our DEI questionnaire allows us to go beyond traditional measures of diversity, as reflected in the numbers below. This questionnaire has created a dialogue to capture additional demographic information and, in the future, we seek to capture additional information such as socio-economic diversity. We can use that information to help measure the diversity of thought among our employees based on their lived experiences. We will continue to leverage the intersectionality of data to inform business decisions such as benefits, policies, and workforce planning and practices.



Source: Janus Henderson Investors, as of 31 December 2021, Global Employee Population

¹ Data was only captured in the US



Supply Chain

Janus Henderson operates a relatively simple supply chain, predominantly comprising business and professional services organisations, and we have minimal contact with the countries and sectors that are generally considered to have a risk of modern slavery. Throughout the last financial year, we have continued to take a risk-based approach to addressing matters of modern slavery and human trafficking within our supply chain. These measures include:

- Providing vendors with a copy of our Modern Slavery and Human Trafficking Policy which sets out the high ethical standards we expect our vendors to adhere to.
- Conducting due diligence on our vendors based on the region of operation and goods or services provided to ensure they operate fair employment practices.
- Requiring our vendors to comply with all applicable laws and regulations, including anti-slavery and human trafficking provisions, in our contractual arrangements with relevant vendors.
- Ensuring relevant departments within the Group receive ethical sourcing training to raise awareness and learn how to identify and address any incidents of non-compliance.

We remain committed to working with our vendors to provide support and guidance when implementing anti-slavery policies. To demonstrate this, we enhanced our Vendor Code of Conduct in 2021 to further raise awareness with our vendors. Janus Henderson supports all efforts to eradicate forced labour and other abuses of human rights.

Business Diversity

As a global company, it is important that our business partners reflect the global demographics of our 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, Equity 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.

Through our engagement with diverse suppliers, we also make an investment in our community through building the capacity of local businesses by providing them an opportunity to work with a global company.



Our Way of Life



COFFEE WITH COLLEAGUES

Just like your morning coffee, the programme is still going strong! Coffee with Colleagues was established during the COVID-19 pandemic to connect colleagues with one another during a time of isolation and physical distancing. While many government restrictions have eased, colleagues have continued to enjoy conversation, internal networking, swapping favourite reading lists and more. More than 230 colleagues from across all office locations have participated in the programme.



14ER CHALLENGE

It's back! After a year hiatus, Janus Henderson's most challenging event, the 14er Challenge, returned in 2021. The ultimate test of mental and physical stamina, the 14er Challenge gives colleagues the chance to focus on their health while teambuilding. More than 40 teams and 170 colleagues embarked on the adventure to conquer one of Colorado's 14ers – mountains that extend 14,000 feet or more above sea level.



VIRTUAL FUN

Social distancing and hybrid working did not stop Janus Henderson employees from connecting in meaningful ways. Employees engaged in virtual chocolate tasting, cocktail making, dance parties and perfume making classes in 2021.



Health & Mental Well-Being

Our mission is to improve the well-being of our employees by raising awareness and providing various resources and programmes that enable employees to consider adopting a healthier lifestyle. Coverage for mental health services is included in our medical plans where possible. Where it isn't possible, we have identified other means to support the mental health of our employees. The Employee Assistance Programme (EAP) is a free and confidential service delivered by a network of professionals who are equipped to help with a broad range of issues such as managing stress or change, navigating through trauma or major life events, relationship challenges, addressing addiction, legal matters and tax issues. Employees are also encouraged to contact a Mental Health Champion in complete confidence. These volunteers are trained to listen impartially and connect employees with resources that provide support and guidance.

LINKING TO THE SDGs



2021 Highlights

- Launched a new employee benefit, ClassPass, in most countries in which we operate. ClassPass is a global flexible fitness and wellness membership that lets you book gym time, studio classes, on-demand classes, and massage and spa appointments within one membership.
- Continued to provide complimentary subscriptions for Headspace, the mindfulness app.
- Enhanced UK Schemes:
 - To provide support to employees who need it, there is now a £500 chronic allowance (covering conditions such as long COVID) per person per plan year towards outpatient consultations, therapies and diagnostic tests.
 - Recognising the importance of supporting mental well-being, the 20% co-share excess payment will no longer apply for mental health treatment.
- Enhanced the Well-being Hub on the new company intranet with resources from our supplier partners to support employee well-being.
- Dedicated every Wednesday in June to employee well-being where colleagues globally were invited to attend virtual webinars and explore a host of resources being offered in support of financial well-being and physical and mental health, with more than 1,000 employees taking part.
- Sponsored the This is Me campaign for the fourth consecutive year, aiming to raise awareness around mental health issues. This year's campaign focus was on suicide prevention and the theme *small talk saves lives*.
- Launched our partnership with Bright Horizons to provide employees with options for Back-Up Care. All UK and US employees receive 10 complimentary days of Back-Up Care each year to support balancing work and family life. Back-Up Care is designed to be used when usual arrangements to care for child(ren) or adult dependants are not available, or for emergency cover.
- Enhanced the US medical plan to increase the 20-visit limit on physical, speech and occupational therapy and the 20-visit limit on cardiac and pulmonary rehabilitation to a combined 60-visit limit for all to be used as needed.
- Committed to cover all costs associated with our US telemedicine provider MDLIVE. This included covering costs for all medical services, including mental health services, through the end of 2022.
- Enhanced our mental health benefit offering in Italy.

Talent Development

Enabling our Employees to Maximise Their Potential

We support our employees by providing them opportunities to learn, grow and succeed at Janus Henderson. Our culture is committed to prioritising and enabling the professional and personal development and growth for individuals, leaders and teams across the organisation. We encourage employees to own their development by incorporating tools, resources and training in the following key areas:

- Industry, Product & Client Experience
- Global Collaboration and Culture
- Leadership Development
- Career Conversations
- Mentoring
- Performance
- Well-being
- Team Development
- Qualifications

Our curriculum reinforces our company values, employee value proposition, and commitment to diversity, equity and inclusion.

2021 Highlights

- Introduced the Expectations of Leaders guidelines that align and enable leaders to support Janus Henderson Investors to become a leading, global asset manager by focusing on the leadership traits of engagement, inclusion, transparency and accountability.
- Built connections to support leaders and their teams through communities of practice in our Leader to Leader and Leadership Exchange Forums.
- Created our High Potential programme Leadership Excellence and Development (LEAD) to invest in and reward high-potential employees and develop the leaders of tomorrow.
- Deepened our employees' knowledge of our business acumen through a three-part series around our strategy, brand and culture, and products through the implementation of our Explore JHI programme.
- Hosted our first Career Day which provided employees access to resources, conversations and tools to enable them to be more in control of their career journey. We will continue to build momentum from this initiative by focusing on career paths for employees through employee work experiences.
- Expanded our training opportunities to include the virtual offering of Udemy for Business, where employees can access thousands of topics at their point of need and via self-directed learning.
- Continued to support our early career programmes and global trainees in London, Sydney and Singapore by connecting them with development resources and providing them with virtual networking and mentoring opportunities.

ENVIRONMENT & SUSTAINABILITY

Climate change, biodiversity loss and pollution are some of the greatest challenges we face today, and Janus Henderson recognises that urgent action is imperative to prevent irreversible consequences to the planet. We are committed to reducing our environmental impact and embedding sustainable practices throughout our business.

Carbon Neutrality

Janus Henderson has been an early pioneer of sustainability, becoming one of the first asset managers to go carbon neutral in 2007 by offsetting our emissions through the CarbonNeutral® certification.

Through this process, we have invested in a variety of offset projects around the world, delivering financial support to essential renewable energy, forestry and resource conservation projects that support reductions in greenhouse gas emissions.

All projects we support have been classified as 'additional' by an independent third party, meaning that they would not happen without the sale of carbon credits.

We have maintained CarbonNeutral® status* every year for the last 15 years and see this as an important way of not only offsetting our unavoidable operational emissions, but also contributing to sustainable projects around the world.

* CarbonNeutral® certification applies to Janus Henderson Investors since 2017 and Henderson Global Investors prior to this date. We currently maintain a carbon neutral emissions footprint across our global offices and from business travel.

Our Offset Portfolio

Through our carbon offsetting portfolio, we contribute to high-quality, independently verified emission reduction and removal projects, as well as advancing the UN Sustainable Development Goals.



Morocco

KHALLADI WIND POWER

Generating wind power, contributing to the reduction of more than 144,000 tonnes of CO₂ emissions per year and powering local communities.



United States

SENECA MEADOWS LANDFILL GAS

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



United States

TRUCK STOP ELECTRIFICATION

Reducing the environmental impact of engine idling through Truck Stop Electrification technology.

SDGs ADVANCED THROUGH OUR OFFSET PORTFOLIO



Case Study

Solar Water Heating, India

Solar water heaters provide households, small- and medium-size enterprises and institutions with an in-house hot water supply fuelled by renewable energy rather than carbon-intensive grid electricity.

The project is primarily focused on serving urban areas throughout the country, and manufactures, distributes, installs and maintains solar water heaters for a variety of residential, commercial and community buildings.

Distributing solar water heaters to domestic households helps to meet the energy needs of a growing population, while also promoting low-carbon development.

SDG 9 – Industry, Innovation and Infrastructure

Facilitates installation of energy infrastructure, including the required supporting structures and piping to enable the solar technology to scale.

SDG 3 – Good Health and Well-Being

Reduces the concentration of sulphur dioxide and nitrogen monoxide.

SDG 4 – Quality Education

Provides several training and capacity building programmes to plumbers of the region, bringing additional skills and income to the local community.

SDG 5 – Gender Equality

Seven of 30 managerial positions are staffed with women, above average for the country.

SDG 12 – Responsible Consumption and Production

Sponsors and provides educational programmes in schools and colleges, running workshops and driving awareness about global warming.

Our 2021 Emissions

Due to the COVID-19 pandemic, we saw large drops in emissions for business travel and electricity use compared to our new 2019 baseline.

Although we anticipate that some necessary travel will return, we predict that flexible working and utilisation of video and conference calling will significantly reduce the need for travel.

This year we improved our carbon data collection by expanding it to include our water withdrawal and discharge, as well as waste and paper consumption.

In 2022, we will also be estimating our working-from-home emissions and reviewing employee commuting.

EMISSIONS CO2E TONNES	2021	2020	2019 BASELINE
Scope 1 Fuel	53	63	57
Scope 2 Electricity	2,219	2,846	4,046
Scope 3 Business travel, hotel stays, freight, paper consumption, water, waste	835	1,994	7,824
Total	3,107	4,903	11,927

* Our 2021 data is in the process of verification

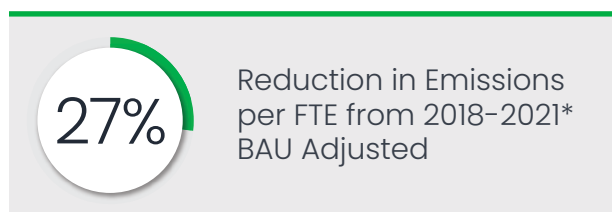
Our Targets

In 2019 we committed to reducing our carbon footprint by 15% per full-time employee (FTE) over three years based on 2018 consumption.

In 2021 we reached this target, using both our actual emissions (which were lowered significantly due to COVID-19) as well as business-as-usual (BAU) modelling which is calculated by modelling our emissions to pre-COVID levels.

We measure our carbon footprint through third-party software Greenstone, which uses the latest emission methodologies. Our Scope 1, 2 and 3 emissions are verified by an independent third party to an ISO standard.

In 2022 we will be setting new targets using 2019 as a new baseline, as well as reviewing Science Based Targets and Net Zero Targets.



* Three-year target using a 2018 baseline



Our Initiatives

Employee

We continue to operate cycle-to-work schemes and fund Season Tickets loans. We also have awareness training for our facilities staff and include guidance on good environmental practices on our intranet.

In both London and Denver, we have installed rapid electric charging points, and in London we have changed all company vehicles to a 100% electric model. In the US offices, we also provide free bus passes to encourage low-emission commuting.

Recycling

In our Head Office in London, we have replaced all single-use containers with Vegware products, which are 100% biodegradable and are recycled using our food waste stream. Through this we have eliminated the use of over 360,000 plastic containers since 2018.

By removing desk bins and signposting recycling bins we also ensure that all employees recycle their waste. In addition, all paper in London is from 100% recycled or certified FSC sources and none of our waste is sent to landfills.

Energy

In our Head Office in London, and in Luxembourg, we procure 100% renewable electricity. In addition, in 2021 we switched our offices in Melbourne and Sydney to renewable electricity.

In addition to this, we purchase RECs (Renewable Energy Certificates) and GOs (Guarantees of Origin) for offices which guarantee that the amount of energy purchased has been produced from renewable energy sources.

CDP

Each year CDP (formerly Carbon Disclosure Project) 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 2021 submission has achieved a score of B- which is in the Management Band. This is higher than the European regional average of C. We are committed to improving our score and will continue working on a robust environmental framework to assess and engage with our suppliers.

COMMUNITY

At Janus Henderson, we know that we are #StrongerTogether and that the biggest changes happen when we work together and across differences to achieve a common goal. Our outreach to the community is no different. Whether we are partnering with colleagues, clients or communities, it's our relationships and connections that allow us to make the biggest difference. We are leveraging our economic power to address global issues such as hunger, climate change, quality education, and good health and well-being.

INVOLVED

Month of Service

During the month of May, Janus Henderson colleagues came together through our global Month of Service to help organisations in the communities.

Our Month of Service highlights include:

- Responded to the India COVID crisis by donating more than \$45,000 to charities working directly in the region.
- Donated £3,180 to The Bike Project, which helped sponsor Refugee Routes Participants. Our support provided refugees with a bike, giving them access to food banks, education and vital services.
- Built and donated 46 bikes and helmets for second-grade students at Cole Elementary in Denver. This donation promotes responsibility and overall health and well-being for youth in our community.
- Supported Hermanos de la Calle and their efforts to help homeless individuals in Miami-Dade County, as well as to create awareness and motivate local communities and families to volunteer in different ways to help the homeless gain back their dignity and their place in society.
- Volunteered at the Willing Hearts Soup Kitchen in Singapore, which prepares, cooks and distributes daily meals helping the elderly, disabled, low income and poverty stricken.

SDGs ADVANCED THROUGH OUR OUTREACH





PELOTON RIDE FOR A CAUSE

Clients and colleagues from across all regions came together for the 2nd Annual Peloton Ride for a Cause, which combined working out and working to address food insecurity. With participation from 134 employees and clients, this event raised \$8,441 for Feeding America and Feeding Britain, which provided 6,100 meals to those in need.



WALK IN SUPPORT OF SUICIDE PREVENTION

Janus Henderson colleagues, families and friends from around the globe donned their Community Champions T-shirts and walked in support of suicide prevention. We walked to fight suicide in Luxembourg, Taipei, Dubai, Singapore, Hong Kong, Sydney, Japan, the UK and US. The team had 61 participants and raised over \$10,000 with the help of the Janus Henderson Foundation.



CREATING CONNECTIONS WITH THE URBAN LEAGUE

Intech has partnered with the Urban League of Palm Beach County to connect with underrepresented groups in our local community. Intech hosted two virtual sessions with 12-15 high school students from the youth programme. Intech presenters provided an overview of the company, their role at Intech, career path and educational background. Providing this type of forum to students enables them to see a vision for their future.

Community Investment Time

1,345

Number of volunteer hours logged by our employees

INSPIRED

Charity Auction

Pandemic lockdowns couldn't stop our Australia Community Champions. In September, the team created a virtual auction to raise funds for local charities. The auction had approximately 65 participants and raised over \$20,000. The Janus Henderson Foundation agreed to match whatever was raised up to a cap of \$10,000, bringing the total to more than \$30,000 for 26 charities identified by our Australia Community Champions.

UpReach

Inspired to help our next generation, 34 employees spent a week with 10 UK undergraduate students to help them learn more about our company and industry through a virtual work experience week. Students participated in a variety of sessions and applied new learnings to a final project that they presented to a panel of colleagues at the end of the week.

Donations for Doers

Time is one of the most valuable investments. That's why we launched a new employee programme called Donations for Doers, which supports an employee's regular volunteer work by providing a grant based on volunteer hours. Our employees recorded 589 volunteer hours through this programme in 2021.

INVESTED

Janus Henderson made a donation of \$60,000 to the Durrell Wildlife Conservation Trust (DWCT), one of the world's leading conservation charities. Our donation to the DWCT will support their continuing efforts to save critically endangered species from extinction as part of its strategy to 'Rewild our World' and was inspired by the 30th anniversary of Janus Henderson's Global Sustainable Equity Strategy.

Janus Henderson has chosen to support the DWCT for this anniversary because of its reputation for effectiveness and its delivery of exceptional results in the area of wildlife conservation. To bring that point to life, the DWCT has been directly involved in 18% of global bird and mammal species extinction preventions in the last three decades.

“ We are incredibly grateful to Janus Henderson for their generous support so we can continue our vital work to ensure a sustainable future for the wildlife and the local people that live in and around the National Park.”

Dr. Lesley Dickie, CEO, Durrell Wildlife Conservation Trust

OUR REACH

\$206,000

Contributed to
employee-nominated
charities around
the globe

\$60,000

Donated to Durrell Wildlife
Conservation Trust

589

Volunteer hours recorded
through Donations for
Doers

\$30,000+

Raised by Australia
Community Champions

34

Employees participated
in upReach, helping
students gain
work experience

JANUS HENDERSON FOUNDATION

The fundamental pillars we use in our community outreach efforts are similar to principles we use when examining grants given through the Janus Henderson Foundation. We invest in programmes that inspire change and create a pathway for our employees to connect and get involved with our philanthropic investments. As the primary giving arm of Janus Henderson Investors, our mission is to fund innovative educational programmes. Our commitment to the UN SDG of quality education ties into our grant giving efforts, as demonstrated in some of the grants highlighted below, but some of our grants go beyond that to ensure the fundamental needs of children are met so they are ready to learn when they get into the classroom. In addition to supporting organisations that are providing quality education, in 2021 we also supported organisations addressing hunger, promoting good health and well-being, and reducing inequities.

INVOLVED

Junior Achievement

Currently in year three of a six-year partnership with Janus Henderson, Junior Achievement (JA) has made progress with the JA Titan® project. JA Titan is a simulation-based programme in which high school students compete as business CEOs in the telecomm industry, experiencing first-hand how an organisation evaluates alternatives, makes decisions, analyses the outcomes of those decisions, and then strategises what to do next. During the 2020-2021 school year and despite a worldwide pandemic, JA Titan was utilised in 460 classrooms and by 7,052 students in a blend of legacy programme, blended learning and game play simulation. With the understanding that school districts were having to cut back on 'extra' learning opportunities and focus on their core curriculum delivery, JA is encouraged by these statistics and is confident that as the effects of the pandemic wane, JA Titan will see an increase in usage.

JA made a few programme updates that correspond with the release of, and improvements to, the multiplayer simulation. Included are new student self-guided materials and JA Titan Event Guide. The self-guided materials were created as an option for students and educators who may want to participate in JA Titan but need to do so in a non-traditional way such as remote settings, at-home assignments and after-school activities. These materials help end users navigate each session and include key learning concepts.

The JA Titan Event Guide is a step-by-step plan for success for our JA-area markets that run JA Titan regional competitions. Topics include how to create an event vision and budget, seamless registration tips, ways to engage stakeholders and engage educators, and running the event itself. The feedback received on this guide is that it is fun, friendly and full of great examples and tips for the end user.



DENVER SCHOLARSHIP FOUNDATION

Denver Scholarship Foundation awarded the Janus Henderson Scholarship to 12 scholars in 2021. Since inception in 2020, the needs-based scholarship has made college possible for 17 first-generation students who are pursuing a degree or certificate in STEM, business, economics, accounting, marketing, communications and/or journalism.

INSPIRED

Colorado Gives Day

For 24 hours every December, Colorado comes together to raise funds for local charities in one of the largest philanthropic efforts of the year. This year, in partnership with the Community First Foundation, FirstBank and other community members, Janus Henderson sponsored part of the \$1 Million Incentive Fund. Every nonprofit receiving a donation on Colorado Gives Day receives a portion of the \$1 Million Incentive Fund, increasing impact and the value of every dollar donated. Through this collective impact initiative, \$54.4 million was raised for local charities.

Matching Gift Programme

We have several programmes to help colleagues increase their charitable donations and support individual philanthropic efforts. This year, the Janus Henderson Foundation completed \$331,000 in matching gifts to more than 440 charities.

INVESTED

Innovations for Learning

2021 marked the 10th year that Janus Henderson has partnered with global non-profit Innovations for Learning (IFL). Grounded in the belief that learning to read is a basic right with the power to transform lives, IFL's programmes and services fuse technology, corporate volunteerism and intensive support to enable meaningful human interaction.

In response to the devastating learning loss experienced as a result of the COVID pandemic, Janus Henderson decided to expand its partnership with IFL in two significant ways:

- In the US, the Foundation committed to support high-dosage early literacy tutoring for students in four schools in the Denver area. COVID-19 has impacted education across the country, but its impairment of instruction is particularly acute in Denver's low-income communities. Janus Henderson recognised this and decided to dedicate resources to IFL's evidence-based, proven 1:1 high dosage instructional model. By the end of 2021, schools had already seen substantial growth in students' reading progress and ability.
- In the UK, the Foundation invested in IFL's TutorMate Home programme, an initiative (initially trialled during London's lockdown) to extend volunteer-supported reading into 300 children's homes and to involve their parents and carers in boosting their literacy.

“Janus Henderson has made a deep and enduring commitment to support our work to realise a world in which all children, regardless of background, are confidently reading to learn, grow, and thrive throughout life.”

Seth Weinberger, IFL Founder, US CEO

Charity Challenge

One of our largest employee-led giving initiatives is the annual Charity Challenge. As part of its work, the Janus Henderson Foundation contributed more than \$206,000 to employee-nominated charities around the globe in 2021. Many charities saw an increase in the demand for their services due to the COVID-19 pandemic. To respond to the need, the Janus Henderson Foundation added an additional category to the Charity Challenge which focused on COVID-19 relief efforts. The six winners of the 2021 Charity Challenge are:



Grand Prize – \$75,000

CRUSE BEREAVEMENT SUPPORT

Cruse Bereavement has been providing life-changing support to bereaved people in the UK for 62 years. Due to the COVID-19 pandemic, it expects to see a 50% increase in demand for services. Cruse Bereavement used the Grand Prize to develop, launch and roll out 'Understanding Your Bereavement' sessions led by specially trained Bereavement Volunteers for groups of bereaved people online. This vital project will significantly expand Cruse's reach and ability to provide life-changing support to bereaved people across the country, helping to meet the increase in demand due to the impact of COVID-19. Cruse Bereavement seeks to provide 108 sessions of support with an estimated 2,160 bereaved people by September 2022.

First Runner Up | 2nd Place – \$40,000


HUNGER FREE COLORADO

Hunger Free Colorado was awarded \$50,000 to connect people to food resources and drive policy, systems and social change to end hunger in Colorado. Funding from the Janus Henderson Foundation is providing vital support for Hunger Free Colorado's Farm to Food Pantry Initiative, which is designed to increase the flow of nutritious, Colorado-grown food into food pantries to support healthy food access for community members while strengthening local food systems. As a result of the Charity Challenge Funding, the regional coordinators are facilitating millions of dollars in transactions to make healthy, locally produced foods more accessible to struggling community members, while also promoting environmental sustainability.

Second Runner Up | 3rd Place | APAC Regional Winner – \$25,000

PROJECT HELP INDIA

Project Help India holistically addresses the issues facing India's poorest. The human rights of these people are severely challenged. Project Help India offers essential early educational opportunities and a daily nutritious meal to 550 children in nine centres across three states in Northern India. The funding received through the Janus Henderson Charity Challenge in 2021 enabled them to expand the delivery of their educational provision by enrolling 100 additional students at their two centres in Punjab.

A photograph of two women walking outdoors at sunset. The woman on the left is younger, with long dark hair, wearing a white t-shirt and a light purple cardigan. The woman on the right is older, wearing a blue headscarf, glasses, and a floral patterned top. They are both smiling and looking towards the right. The background shows a path, trees, and a sunset sky with orange and pink hues.

“ It has completely transformed my life, and I am no longer a prisoner in my own home too afraid to go out after shielding for so long.”

Rosemary, RUILS' Independent Living

COVID-19 Relief Prize Winner – \$50,000

RUILS INDEPENDENT LIVING

The goals of the Ruils Active from Home UK scheme are to support aging individuals in interacting more with their communities, combating isolation and to help their clients to build physical activity into their weekly routine.

ROSEMARY'S CLIENT STORY:

'Before Ruils' 1-2-1 Active from Home Walking Scheme began, I was getting very little exercise. I was occasionally going for a short walk at 6 a.m., thinking that was the best and safest time to walk. Through this scheme I have now gained the confidence to go out for longer walks in the daytime, allowing me to once more enjoy walking in nearby Richmond Park. It has completely transformed my life, and I am no longer a prisoner in my own home too afraid to go out after shielding for so long.'

OTHER CHARITY CHALLENGE FINALISTS

EMEA Regional Winner | Finalist

ST. LUKE'S HOSPICE

North America Regional Winner | Finalist

LEUKEMIA AND LYMPHOMA SOCIETY

Finalist

MEDICAL DETECTION DOGS

Finalist

THE VERTILE FOUNDATION

Finalist

WEECYCLE

Finalists automatically received \$5,000.
Regional winners received \$10,000.

FOR MORE INFORMATION, PLEASE VISIT JANUSHENDERSON.COM

Janus Henderson
INVESTORS

The views presented are as of the date published. Nothing in this document is intended to or should be construed as advice. This document is not a recommendation to sell or purchase any investment and does not form part of any contract for the sale or purchase of any investment. Past performance is no guarantee of future results. Investing is subject to risk, loss of principal and fluctuation in value.

Not all products or services are available in all jurisdictions. This material or information contained in it may be restricted by law, and may not be reproduced or referred to without express written permission or used in any jurisdiction or circumstance in which its use would be unlawful. Janus Henderson is not responsible for any unlawful distribution to third parties, in whole or in part. The contents have not been approved or endorsed by any regulatory agency.

Janus Henderson Investors is the name under which investment products and services are provided in (a) Europe by Janus Capital International Limited (reg no. 3594615), Henderson Global Investors Limited (reg. no. 906355), Henderson Investment Funds Limited (reg. no. 2678531), 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 C-0122-41775 03-30-23

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) (b) the U.S. by SEC registered investment advisers that are subsidiaries of Janus Henderson Group plc, (c) Canada through Janus Capital Management LLC only to institutional investors in certain jurisdictions, (d) Singapore and South Korea by Janus Henderson Investors (Singapore) Limited, (e) Hong Kong by Janus Henderson Investors Hong Kong Limited. This material has not been reviewed by the Securities and Futures Commission, (f) Taiwan R.O.C. independently operated by Janus Henderson Investors Taiwan Limited, Suite 45 A-1, No. 7, Sec. 5, Xin Yi Road, Taipei (110) Tel: (02) 8101-1001 FSC SICE licence No.023 (2018), (g) Japan by Janus Henderson Investors (Japan) Limited, (h) Australia and New Zealand by Janus Henderson Investors (Australia) Institutional Funds Management Limited and (i) the Middle East by Janus Capital International Limited. We may record telephone calls for our mutual protection, to improve customer service and for regulatory record keeping purposes.

Janus Henderson and Knowledge Shared are trademarks of Janus Henderson Group plc or one of its subsidiaries. © Janus Henderson Group plc.