

CORPORATE RESPONSIBILITY REPORT

EMEA 2015/2016



COVER IMAGE: Columbia Threadneedle Foundation is a Principal Corporate Partner of UK national charity The Art Room, which offers “art as therapy” to children and young people facing major challenges in their lives. The Art Room focuses on developing creative skills as a means of building confidence, self-esteem and independence.

This report provides an overview of our Corporate Responsibility approach and activities during 2015/16, and complements our website. Please visit the website for further detail on our wide range of CR-related activities. columbiathreadneedle.com

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CORPORATE RESPONSIBILITY AT COLUMBIA THREADNEEDLE INVESTMENTS, EMEA

Columbia Threadneedle Investments is a leading global asset management group that provides a broad range of actively managed investment strategies and solutions for individual, institutional and corporate clients around the world. We are part of Ameriprise Financial, a US-based financial services provider and global financial leader, and we share a strong culture and commitment to helping people feel confident about their financial future.

Our priority is the investment success of our clients and end-customers, the ultimate beneficiaries of the funds we manage. We strive to deliver the investment outcomes they expect, through an investment approach that is active, client-focused and performance driven. In terms of corporate responsibility we are equally committed to ensuring a rigorous approach that creates sustainable long-term value.

The diagram below sets out our corporate responsibility vision, which emphasises the core roles we play.

Our corporate responsibility strategy is underpinned by our values of Client focus, Excellence, Integrity and Respect. Our EMEA corporate responsibility framework is managed by an Advisory Group comprised of senior executives from across the business, reporting to the Business Management Committee, which is our key regional senior management and decision-making forum. Within this framework, objectives and initiatives are delivered by teams across the business. We are a member of Business in the Community, and we work together to ensure our approach includes continual improvement and reflects best practice.



CORPORATE RESPONSIBILITY VISION

We aim to deliver positive outcomes that meet the needs of our stakeholders and we commit to always act responsibly, transparently and in the best interests of those who trust us to manage their investments.

RESPONSIBLE PARTNER

We strive to be a trusted partner to our clients

RESPONSIBLE INVESTOR

We strive to be responsible stewards of our clients' assets within a framework of good governance and transparency

RESPONSIBLE EMPLOYER

We strive to be a values-led organisation that attracts, develops and retains the best talent

RESPONSIBLE CITIZEN

We strive to be a responsible member of our community and influence positive change

COLUMBIA THREADNEEDLE VALUES

RESPECT | INTEGRITY | EXCELLENCE | CLIENT FOCUS

RESPONSIBLE PARTNER

We strive to be a trusted partner to our clients

Our clients' success is, and always will be, our priority. The essence of our business is our ability to empower the investment success of our clients, this is captured in our brand promise 'Your success. Our priority.'

We aim to provide our clients with value for money in terms of excellent risk-adjusted investment performance (after fees) and a level of service that meets or exceeds expectations. While the needs of our retail and institutional clients differ in some respects, there are key things we do which are crucial for all our clients:

- Provide sustained excellent risk-adjusted investment performance. In a report published by FE Trustnet in November 2015 Columbia Threadneedle was named the best performing fund group in the UK over the last decade, with a total of 79.06% of qualifying funds outperforming their benchmark over 10 years.
- Act in line with our values of Client Focus, Excellence, Integrity and Respect, ensuring that the long-term interests of our clients is at the heart of everything we do – this is embedded in our culture.
- Ensure we maintain the infrastructure to support our clients and provide an excellent level of service to them, including administration, oversight, client transactions, information and performance analysis and reporting.

Investment products can be relatively complex and we spend time engaging with our clients to ensure we understand their needs and explain our products. We also monitor client sentiment and satisfaction closely. In conjunction with an independent third-party, we run biannual surveys to assess satisfaction with a range of service elements. Trends are monitored to highlight areas where we can improve and during the past year we have extended this analysis to include a review of the experience of clients who have complained. Whilst we hope to reduce the need for complaints by continually improving the client's experience, it is also important we understand and can resolve any dissatisfaction fairly and effectively.

We use a bespoke Client Sentiment Index to monitor and measure feedback, incorporating metrics gathered from the surveys and throughout the business. This year we reviewed and enhanced the Index methodology to ensure it remains appropriate, and we will begin publishing the Index on our website in 2016 for complete transparency.

Through 2015/16 we continued our client lunch programme, with senior executives hosting informal discussions with small groups of consumer investors. Recent sessions focused on responsible investment and on the use of digital tools and applications for investors. These lunches are extremely useful in providing clear feedback, insight and understanding of consumer investors, and we look forward to continuing the programme and meeting more clients in future.



Your Success. Our Priority.

To ensure we put the success of clients at the heart of our business, we asked individual investors what success meant to them, and how investing and saving has played a part in helping them achieve their personal goals. We received hundreds of responses, providing valuable insight into what is important to our clients, why and how they choose to invest. Some clients have been filmed talking about their goals and personal experiences and their stories are shared on our website. We also promote these stories within the company to remind employees that it is real people's money we are responsible for managing.

Erika, Warwickshire
Invested in the Threadneedle UK Growth & Income Fund

“ Investing has given me the freedom to concentrate on the things that really matter in life – family, health and happiness. ”

“ Success to me is achieving your own goals, however small or large they are. Saving and investing has given me the security of knowing there's some money for a rainy day and allowed me to enjoy more time with my family with that peace of mind. ”



David, Isle of Man
Investor in the Threadneedle Ethical UK Equity Fund

“ To me, success is not driving fast cars or living in fancy houses, it's being able to have a comfortable retirement so I'm not watching every penny and its being able to help my children... My personal idea of success is to provide for my family when they need it, and then to enjoy life when I retire, having worked hard for all my working life. ”

We are a member of the UK's Investment Association, which strives to make investing simpler and better for investors. We support the Association's Statement of Principles, which sets out what the responsibility of managing other people's money means in practice for corporate culture and individual mind-set:

1. Always put our clients' interests first and ahead of our own
2. Take care of clients' money as diligently as we would our own
3. Only develop, offer and maintain funds and services designed to add value for clients and help them achieve their financial goals
4. Maintain and apply the investment and operational expertise needed to meet the objectives agreed with clients
5. Make all costs and charges transparent and understandable
6. Disclose to investors the source and value of any other material benefit we receive as a consequence of our role as investment manager
7. Ensure regular, timely and clear lines of communication with clients
8. Set out clearly our approach to the stewardship of client assets and interests
9. Maintain a corporate culture that sustains these principles
10. Work with industry colleagues and stakeholders to develop and maintain guidance on industry best practice.

The application of these principles is overseen by our regional Business Management Committee and we conduct an annual review to ensure continued alignment with the principles.

RESPONSIBLE INVESTOR

We strive to be responsible stewards of our clients' assets within a framework of good governance and transparency

Responsible investment is an integral part of our investment philosophy and approach, as well as our approach to business more broadly. We believe the rationale for long-term responsible investment is clear; stronger economies and well-run or improving businesses that look to the future will deliver stronger, more sustainable investment returns. Being a responsible investor helps us to generate better informed investment decisions and outcomes for our clients.

We also recognise that the asset management industry plays an important role in the economy by helping to transfer today's savings into investment for tomorrow that will enhance productivity, support opportunity and enable future growth. Long-term responsible investment is even more critical given this underlying context.

At Columbia Threadneedle our investment approach is underpinned by a belief that sharing insights across asset classes and geographies generates a richer perspective on global, regional and local investment landscapes. Consistent with this core belief, our dedicated Governance and Responsible Investment team has worked alongside our investment professionals since 1998, facilitating integration of material Environmental, Social and Governance (ESG) analysis into the investment process. In addition to exercising our stewardship and monitoring responsibilities, this approach enables us to consider the risks and opportunities of existing and prospective investments.

Columbia Threadneedle subscribes to and is a signatory to the United Nations-backed Principles of Responsible Investment (PRI) and in 2016 we received an A+ rating in EMEA from the PRI for our overall approach to responsible investing. In the UK we are also a signatory to the Stewardship Code.

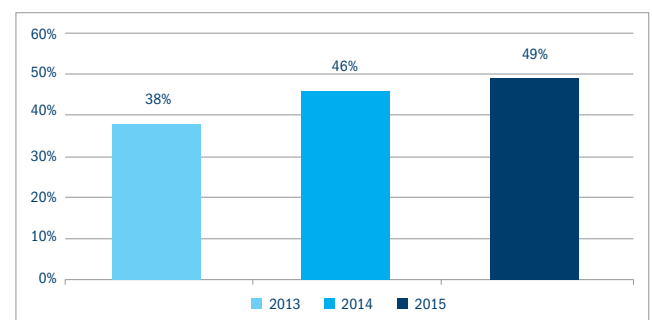
In its most recent survey of Responsible Investment Performance (2015), ShareAction ranked Columbia Threadneedle no.1 among the 33 largest asset managers in the UK.

Our Responsible Investment Policies set out the underlying principles we draw upon, explaining how our approach is structured, how it works in practice and how it fits into, and contributes to, our overall investment approach, processes and related stewardship engagement activities. **These policies can be found on our website.**

Stewardship and proxy voting

During 2015, we voted at 1,871 company meetings, registering our dissent against one or more resolutions at almost half of those meetings (49%). Over the past three years we have steadily tightened our corporate governance policies to reflect increasing expectations on companies. This has resulted in an increase in the percentage of meetings where we vote against management. We classify a dissenting vote as one that does not support management, whether it is opposing or abstaining on a management resolution, or supporting a proposal tabled by a shareholder that is not endorsed by management. We disclose voting decisions 14 days after the relevant company meeting. **Our proxy voting activities can be found on our website.**

Proxy voting – Breakdown of dissent votes



Participation in industry initiatives

During the year there have been some marked developments where our Governance and Responsible Investment team has taken a leading role in representing the investor voice. We are selective in choosing the areas where we participate, focusing on those we believe have the most impact and benefit for our clients.

- We are part of a steering committee set up by the Investment Association to focus on productivity in the UK investment system. This work culminated in a review of the barriers as well as potential solutions to the “productivity puzzle”, which was welcomed by the UK government. Five key recommendations were made: enhance company reporting for efficient capital allocation; enhance investor stewardship and engagement; simplify behavioural incentives and the investment chain; develop efficient and diverse capital markets; and overcome tax and regulatory impediments to the provision of long-term finance.
- A Social Bond Guidance was launched as part of the 2016 update to the Green Bond Principles. This guidance was the end-product of a steering committee of investors, underwriters and issuers, and Columbia Threadneedle was invited to take part given our position as a leader in the social investment fund market. The guidance aims to stimulate social bond issuance so that, over time, the social bond market will become as popular as the green bond market, which has reached over €100bn of issuance.

Further examples of our work in the industry and on a range of topics can be found in our quarterly ESG reports, which are available on the website.

Product innovation and positive impact

We have continued to develop our responsible investment product range this year in response to investor demand. Attesting to the growth of the market, the Global Impact Investing Network’s Investors Council of 60 impact investors around the world reported over \$77bn invested in impact investments up from \$60bn the prior year.

In October 2015 the Threadneedle Ethical UK Equity Fund was launched. The Fund takes a three-pronged approach incorporating negative screening, best in class and outcome-focused investing. The latter refers to the aim of investing in companies that derive revenue or growth from sustainable outcomes. This approach moves towards the impact investing space, where dollars invested are expected to show real progress in terms of social or environmental goals. The Fund identifies the revenue exposure of a given company to solutions that have the potential and are seeking to deliver sustainable offerings and growth. These include technologies, services and products that provide solutions for environmental sustainability; climate/energy transition; health and wellbeing; safety and security; demographic challenges; education; and communities.

The Threadneedle Ethical UK Equity Fund builds on our existing product range, which includes two pioneering initiatives, the Threadneedle Low Carbon Workplace partnership and the Threadneedle UK Social Bond Fund, a partnership with Big Issue Invest. **Further information about these funds can be found on our website.**

RESPONSIBLE EMPLOYER

We strive to be a values-led organisation that attracts, develops and retains the best talent

Our Values and Code of Conduct

We have a fiduciary duty to our clients as managers of their financial assets. Our commitment to our clients is reflected in our Values and in the Code of Conduct which all employees formally sign, acknowledging how we must act at all times. We expect to be held accountable to our Values, as set out below, in all we do.

Client focus: We think strategically and creatively to drive innovation in order to best serve our clients and other stakeholders.

Excellence: We operate at the highest standards to deliver excellent results and manage risk for our stakeholders and the company.

Respect: We are ethical, principled, respectful, collaborative and inclusive. We support our communities.

Integrity: We actively identify opportunities to improve and are accountable for earning and keeping our stakeholders' trust.

Our Code of Conduct includes adherence to the following standards.

Delivering an outstanding client experience by exceeding expectations:

- We create a culture of client focus across the firm
- We listen and respond to our clients
- We recognise the privilege of being entrusted with our clients' money.

Demonstrating a desire to deliver quality outcomes to clients:

- We strive to deliver outstanding client service through collaboration with others and maximising contributions
- We are committed to building professional relationships to enable best outcomes
- Everything we do is for our clients.

Demonstrating a quality service to clients by effectively managing firm-wide risk:

- We actively consider the client's best interests at all times
- We recognise that risk management is everyone's responsibility

- We actively manage conflicts appropriately seeking best results and collaborating effectively for the benefit of our clients.

Employee recognition and engagement

In order to further embed our Values, we recognise outstanding employee contributions through the Ameriprise Financial global 'Ammy Awards' programme. The Ammy Awards recognise exceptional work that exceeds expectations in terms of client experience, business results and innovation.

We carry out an annual Employee Engagement Survey, and in 2015 85% of EMEA employees participated. Our survey scores reinforce the strong employee engagement that we strive to maintain and we consistently outperform competitor benchmarks across the majority of categories:

- 94% said 'In my department we consistently focus on doing the highest quality work'
- 89% said 'There is a strong emphasis on client service in my department'
- 91% said 'My leader treats me with respect'
- 90% said 'Columbia Threadneedle Investments conducts business in an ethical manner'
- 90% said 'My leader demonstrates honest and ethical behaviour'
- 89% said 'Columbia Threadneedle Investments fosters a disciplined environment where risk management is a priority'.

Talent development

Talent development is a priority at all levels, reflected by year-on-year increases to our training budget since 2012. All employees have the opportunity to attend a wide range of skills training workshops, including client relationship management training, product and markets training, core professional skills training and leadership training.

Throughout 2015/16 we focused on embedding leadership and management training for all Executives, our most senior employees. In 2016 this was extended to all Directors, our next most senior group. The training includes self-awareness and personal



effectiveness, understanding team dynamics and motivating teams to deliver high performance, and collaboration across the organisation.

Diversity and inclusion

In EMEA we have made good progress in improving diversity and inclusion as a whole and gender representation in particular. We recognise that disclosure is an important step towards improvement and in 2015 Columbia Threadneedle became the first European asset manager to disclose our gender diversity data. In March 2016 Columbia Threadneedle was proud to be the first asset manager in the UK to sign HM Treasury's Women in Finance Charter, a pledge for gender balance across financial services. As a Charter signatory, we pledge to support gender diversity in the following ways.

Accountability: Mark Burgess, Chief Investment Officer EMEA and Global Head of Equities, has overall accountability for improving gender diversity and inclusion in EMEA. Mark is a member of the EMEA Business Management Committee, ensuring accountability at the most senior level.

Values and rewards: Every employee's performance is measured against our Values of Client Focus, Excellence, Integrity and Respect, with the Values reflected in appraisal and personal development plans, and an explicit link to our annual incentive reward cycle. This ensures we are rewarded not just for what we do, but how we do it. We look at diversity and inclusion as part of the value of Respect and for each employee, including the senior executive team, there is an explicit link to annual incentive rewards.

Aspirational targets: We have set target ranges for female representation, in each of the categories set out below. We believe targets are an important statement of intent and provide a tangible goal to work towards, recognising our current position. We seek to achieve visible change towards the target range for each category on a year-by-year basis, and are pleased to have made material progress in the past three years (see KPI table on page 17).

2018 target range	
Women on company board*	30%-40%
Women on Business Management Committee (Exec Co)	30%-50%
Women in senior management (Executive level)	20%-40%
Women investment professionals	30%-50%
Women employees in total	30%-50%

*Threadneedle Asset Management Holdings Sarl.

We have developed a plan to achieve our targets and will continue to monitor progress as part of our ongoing focus on this important effort.

Our employee-led Diversity and Inclusion Group champions best practice to ensure a workplace culture that reflects the diversity of our clients and employees. Initiatives introduced include:

- Education and training, including unconscious bias training
- Recruitment guidelines to ensure both male and female representation on candidate lists and advance more qualified women to the interview phase
- Working arrangements, for example best practice guidelines for working from home
- Mentoring to support career progression for more junior and mid-level employees
- The ability to purchase additional holidays, supporting more flexible working.

We support Investment 2020, an initiative by leading UK investment firms to offer hundreds of young people from diverse backgrounds a first job in the City. Since 2013 we have welcomed 20 people to the firm via 2020.

Health and wellbeing

We are committed to supporting our employees' health and wellbeing, recognising this includes physical and mental health. In addition to regular health screening and a dedicated employee assistance programme, initiatives introduced during the year include:

- Mandatory health and safety training, highlighting health and safety at work as well as mitigating actions employees can take to prevent excessive stress and other common mental health issues
- Lunchtime workshops to promote the medical and wellness support on offer through our benefits programme
- 'Lunch and learn' sessions highlighting the importance of mental health in families and providing tools that parents can use to help children through difficult situations
- Support for employee teams to take part in the Columbia Threadneedle World Triathlon Leeds. Our sponsorship of the ITU World Triathlon Series promotes an active and healthy lifestyle – triathlon is the UK's fastest growing participation sport and is one of the few sports to promote male and female participation on an equal basis.



RESPONSIBLE CITIZEN

We strive to be a responsible member of our community and influence positive change

Columbia Threadneedle Foundation

We regard corporate philanthropy as investment in the future. Columbia Threadneedle Foundation invests in selected charities via multi-year, engaged partnerships – an approach which not only delivers measurable improvement to individual lives, but will bring long-term benefit to the broader community by helping to address critical social issues and drive lasting social change.

When selecting our charity partners, we look for sustainable growth potential supported by experienced management and leadership, with clear strategic vision. We seek to build long-term collaborative partnerships where we provide both funding and active support in the form of management and employee involvement. We have a thematic focus on charities that use education, art and sport to engender social change.

The work of Columbia Threadneedle Foundation builds on Ameriprise Financial's 120-year history of community support and commitment to organisations whose shared goal is to improve the lives of individuals from all walks of life.

The Art Room: The Foundation has been a major supporter of UK national charity The Art Room since 2013. The Art Room offers art as therapy to children and young people who are facing major challenges in their lives. There are currently eight Art Rooms in schools in Oxfordshire, London and Edinburgh offering art as therapy to increase self-esteem, self-confidence and independence.

We support The Art Room at Robert Blair primary school in Islington, London, where referring factors include emotional and behavioural problems arising from the impact of violence, abuse, bereavement, mental health issues, addiction, crime, neglect, recent arrival in the country, housing problems and other disruptions to home life. With our support, The Art Room at Robert Blair has extended its provision and widened its relationships with schools in the surrounding area, with six schools now using the facility. Independent evaluation found "the impact of attending the Art Room significantly affects student's emotions and behaviours, reducing the number of children classified with 'clinical' levels of difficulties."

"Our relationship with Columbia Threadneedle is one of which we are very proud. We feel a close affinity with your organisation as our partnership develops, an affinity that was evident in the sensitive and effective advice given during your pro bono consulting in 2015. In particular it demonstrated to us how much you understand our work and its importance. Columbia Threadneedle Foundation is enabling transformative interventions in the lives of thousands of children, their families and communities."

Juli Beattie, OBE, Founder Director of The Art Room



Access Sport: Since 2013 the Foundation has supported Access Sport, a UK youth development charity that gives children, particularly in disadvantaged areas, access to a wide range of quality local sport, harnessing the power of sport to tackle social exclusion, inactivity and obesity. It achieves this through empowering inspirational community volunteers to set up and run local sports clubs with funding, expert advice and networking. The charity's impact extends beyond participants - clubs become a beacon in the local community, local volunteering is multiplied and volunteers upskilled and significant economic, social and environmental benefits can be achieved.

Over the next three years, our support will allow Access Sport to enable 1,000 disadvantaged young people to develop the core 'physical literacy' skills of running, cycling and swimming, including via Access Sport's expanding BMX programme. Our funding will specifically enable inactive teenagers to become active and enjoy one or more of these sports, benefitting from lifestyle and health improvements.

“The Columbia Threadneedle Foundation has always really listened to Access Sport and provided such wide ranging and highly impactful support over the past three years. They have helped provide core funding when it was needed most and simultaneously allowed the development of a new innovative programme.”

Mark Hardie, CEO Access Sport

Toynbee Hall's Money Mentors Programme:

In 2015 Columbia Threadneedle Foundation and JP Morgan Chase Foundation committed to a three year partnership to fund the expansion of Toynbee Hall's Money Mentors programme to every London borough. Money Mentors is a pioneering initiative that aims to improve participants' financial confidence, increase financial capability and reduce financial exclusion. A core element of the programme is participants sharing their financial knowledge and capabilities with their community post-graduation.

Our funding will enable the course delivery and post-graduation structured pathways programme for Money Mentors graduates. Volunteers from Columbia Threadneedle will be integral, delivering sessions on financial products and becoming mentors supporting graduates to achieve their financial goals and to share their knowledge with their communities.

“Forward thinking and collaborative are two words we would use to describe Columbia Threadneedle Foundation. Their strategic approach in funding the impact evaluation was critical in securing the future of the Money Mentors programme and their continued funding and volunteering has enabled us to extend this vital project across every London Borough”
Graham Fisher, CEO Toynbee Hall

Employee volunteering

Around the world, employees of Ameriprise Financial, including Columbia Threadneedle, generously donate their time and talents to volunteer service. In EMEA, employees are entitled to take at least one day for volunteering, with a full calendar of activities offered. We look for opportunities where the talent and professional expertise of our people can add support through skills-based and other volunteering projects, and where employees have the chance to develop new skills and network within the business, and for teams to collaborate more effectively across departments. This year's volunteering programme has included:

- Financial education days with RedStart where employees deliver lessons for young people between 10-18, covering saving, budgeting, investing, pensions and managing debt

- Arts-based workshops at Mall Galleries, with groups facing disabilities and other challenges
- Maintaining the grounds, plants and animals at Spitalfields City Farm, an essential resource for local people and schools
- Hosting seaside day trips for elderly members of St Hilda's East, a vibrant community centre in east London.

We participate in two company-wide International Day of Service events to support individuals who struggle with hunger. Activities include serving hot breakfast to homeless men and women at the Whitechapel Mission and helping to organise food supplies, collecting and delivering food for City Harvest, a charity that redistributes surplus food in London to those who desperately need it.

“The help of Columbia Threadneedle volunteers was invaluable to both our daily services and main base – they not only assisted in the operation of our delivery vans to help deliver surplus food around London, but provided much-needed labour to sort out the large-scale inventory system of our warehouse, as well as helped build furniture and infrastructure pieces that had been idle for months. The chance to share our work with volunteers re-energises us in our passion, and we were pleased with how fast-learning and proactive the Columbia Threadneedle team was.”
Laura Winningham, CEO, City Harvest

“It was an absolute pleasure being one of the volunteers this morning and having the opportunity to meet with colleagues and the children who are working towards their Arts Award. Their enthusiasm was fabulous and there was no doubting their enjoyment of the project!!”
Georgios Antikatzidis (volunteer for Eastside Education Trusts' ArtStart programme at Mall Galleries)

“Was a greatly humbling experience, would highly recommend to all! Breakfast served and kitchen cleaned expertly and efficiently by a dynamic team.”
Ishvinder Sian (volunteer for Whitechapel Mission's Breakfast Challenge)

“Definitely recommend this for anyone wanting to volunteer while also building on presentation skills.”
Cathrine De Coninck-Lopez (volunteer for Redstart education day).



Columbia Threadneedle Prize

A vibrant arts sector brings a wide range of social, cultural and economic benefits. Since its establishment in 2008, the Columbia Threadneedle Prize has grown to become the UK's leading competition for figurative and representational painting and sculpture. It is also one of the most valuable art prizes in the country. The Prize is part of a broader partnership with Mall Galleries, home to the Federation of British Artists and a major visual arts charity that champions new contemporary figurative art by living artists. Mall Galleries aims to promote, inspire and educate audiences about the visual arts.

The 2016 Columbia Threadneedle Prize was won by 25-year old artist Lewis Hazelwood-Horner for his work, *Salt in Tea*, painted following a two-year residency at the bespoke umbrella shop James Smith & Sons in London's West End. In a first for the Prize, the winning work was also named 'Visitors Choice' receiving the most votes from visitors to the exhibition.

In the summer of 2016, in an unprecedented exchange, the Columbia Threadneedle Prize exhibition travelled to the Fondazione Palazzo Strozzi in Florence, presenting a reflection on the breadth of contemporary figurative and representational painting across Europe. With exhibitions in two major centres of art since the Renaissance, the Prize set out to explore the continued relevance of Figurative Art Today.

Environmental Management

Our employee-led Environmental Advisory Group focuses on identifying, measuring and reducing the major environmental impacts resulting from our business activities, internally and in the wider community. These major impacts consist of travel, energy usage, waste, water usage and raw materials.

Columbia Threadneedle recognises the importance of environmental stewardship and maintains an Environmental Management System (EMS) to ensure measurable and auditable data is accurately maintained for all of our major environmental impacts. Our EMS is subject to an external audit every three years, with annual interim visits. The ongoing commitment of our Environmental Advisory Group has resulted in Columbia Threadneedle achieving continuous ISO14001:2004 accreditation since 2007. In addition to ISO14001, our carbon footprint is assessed annually by the Carbon Trust. We have satisfied the criteria by reducing absolute carbon emissions year-on-year, and have been awarded Carbon Trust Standard certification for our achievements. In 2015/16 our overall carbon emissions reduced by over 10% compared with 2014/15 (Source: Carbon Trust Independent Assessment).

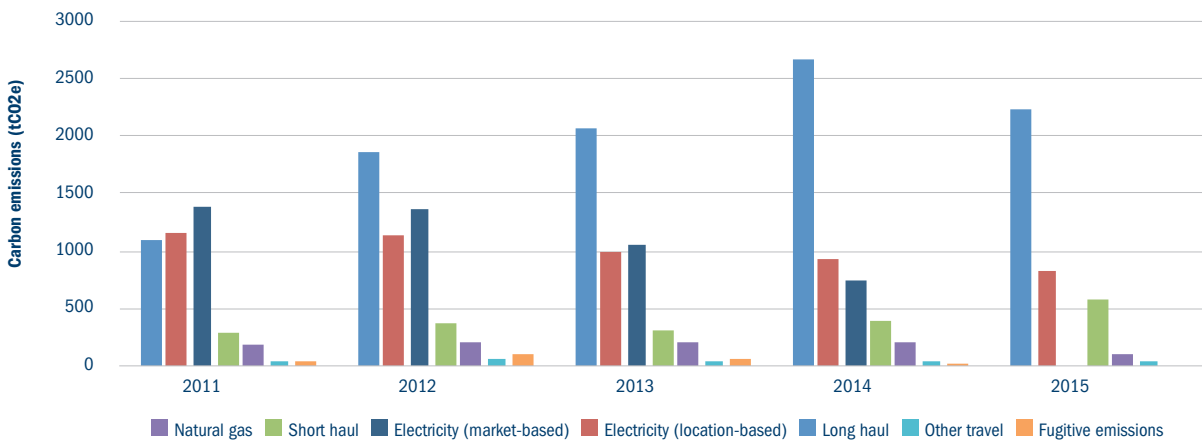
In April 2015, Columbia Threadneedle Investments moved to new offices in Cannon Place, Cannon Street, London. Cannon Place was identified as a location which would not only suit our client and business needs, but offered a modern energy-efficient building with a high BREEAM rating (Building Research Establishment Environmental Assessment Method), that would help improve our environmental impacts.

Looking ahead, the Environmental Advisory Group has already made significant progress towards the requirements of the new ISO14001: 2015 standard, in readiness for its implementation in September 2018.

Supplier Management

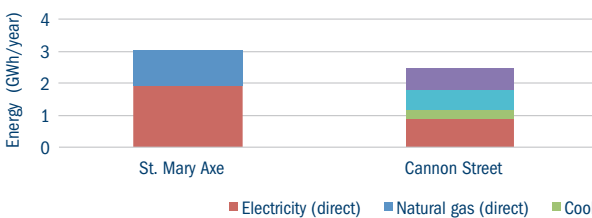
This year we implemented a supplier questionnaire that included an element of corporate responsibility for key vendors. The questionnaire asks our key suppliers about their approach to corporate responsibility and also highlights the need for UK suppliers to comply with the Modern Slavery Act (MSA). By the end of 2016 Columbia Threadneedle will publish an MSA statement on our website as per the requirement for public disclosure.

Annual comparison of carbon emissions (tCO2e)

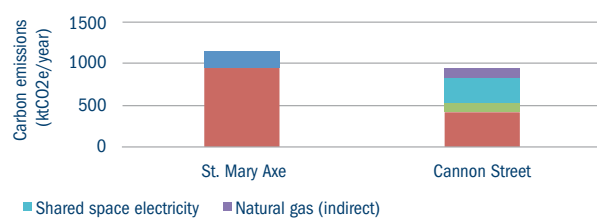


Source: Carbon Trust (note that 2015-2016 is based on our new offices in Cannon Place)

Energy consumption (GWh/year) – site comparison



Carbon emissions (kt CO2e/year) – site comparison



(Source: Carbon Trust 2015-2016 report). St. Mary Axe = previous EMEA headquarters

KEY PERFORMANCE INDICATORS

Table of Key Performance Indicators – EMEA

All figures are as at 31 December

	2015	2014	2013	2012
Responsible Partner				
Client Sentiment Index	79.7%	80.9%	n/a	n/a
Customer Satisfaction (Post-call satisfaction survey)	97%	92%	n/a	n/a
Responsible Investor				
Number of meetings voted against (%)	1871 (49%)	1775 (45%)	1841 (39%)	1772 (36%)
Number of shareholder meetings	3500	3500	3500	3450
AUM with responsible investment criteria	\$10bn	\$10bn	\$13.5bn	\$9bn
Responsible employer				
Number of training hours per employee per year	12	9	8.8	3.3
Employee engagement survey response rate	85%	72%	80%	n/a
Women on company board*	22%	22%	13%	11%
Women on Business Management Committee (Exec-Co)	24%	11%	8%	0%
Women in senior management (Executive level)	19%	16%	11%	11%
Women investment professionals	28%	29%	21%	22%
Women employees in total	37%	37%	35%	36%
Responsible citizen				
Corporate donations to charity	£224,000**	£240,000	£100,000	£70,000
Employees participating in payroll giving (UK only)	8%	8%	9%	9%
Employees taking part in organised volunteering	27%	21%	n/a	n/a
Co2 emissions per employee (scope 1,2,3)***	5.09	6.12	5.31	5.8
Water use (litres)****	1,094	8,164.62	12,154.10	12,610.13

*Threadneedle Asset Management Holdings Sarl.

**Comprises £185,000 from Columbia Threadneedle Foundation and £39,000 via additional donations.

***Figures from 2014 and before apply to previous London Head Office (60 St Mary Axe) where majority of EMEA employees were based as at 31 Dec 2014. Previous years' figures have been revised to take into account Scope 3 emissions.

****For 2015 at the new Cannon Place office, the majority of water use is part of the standard service charge and not metered. As such the figures are just the water use directly on our premises, hence the perceived large reduction in consumption.

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