

CORPORATE RESPONSIBILITY REPORT

EMEA 2014/2015



COVER IMAGE: *Maggi Hambling, Night and Day Wave, Oil on Board*
Maggi Hambling CBE is one of the UK's leading contemporary artists and sculptors, who has supported UK charity The Art Room for several years. This work was kindly donated to the Face Time exhibition of clocks, Mall Galleries, June 2014. Face Time was a collaboration between the Columbia Threadneedle Foundation, Mall Galleries and The Art Room that raised over £65,000 for the charity. This work was acquired by the Foundation and hangs in our London head office.

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LETTER FROM THE CEO



As an asset management business, our role is to manage the financial assets of individuals and families, pension and sovereign wealth funds and corporations. In this report we set out our commitment to act responsibly in respect of each of the core roles we play; as a trusted partner to our clients; as an investor in large and small businesses around the world; as an employer; and as a member of society.

We understand that trust is not a given. Regulators, employees, clients and end-customers (the ultimate beneficiaries of the funds we manage) have a right to expect high standards in terms of performance, accountability and transparency. Our first obligation is to those who have entrusted us with their hard-earned money, and we seek to actively ensure a culture of client focus exists throughout the firm.

In our capacity as an active manager of substantial global assets, we need to be aware that the ultimate owners of these assets face a world of growing inequality, climatic change and pollution, with basic needs increasingly being delivered by corporates rather than governments. We believe that all businesses can, and should, deliver a range of positive outcomes and we consider responsible behaviour - environmental, social, governance and more - an essential part of sound business practice. Our integrated approach has been a market leader for many years and I'm delighted that Columbia Threadneedle Investments was recognised as the no.1 UK asset manager for Responsible Investment Performance in ShareAction's 2015 Survey, a benchmarking study of the responsible investment performance and transparency of the UK's largest asset managers.

In terms of our own organisation, we remain focused on supporting and developing our people within a collaborative, team-oriented workplace. I'm pleased to see our employee-led forums continue to drive positive change. Our Diversity and Inclusion Group, for example, has championed gender diversity in particular and in this report we have increased our disclosure in this area.

As you will see from the report, we work with a wide range of valued partners - from Business in the Community, to Big Issue Invest, the Carbon Trust, Toynbee Hall and CityMothers network - to help us achieve continuous improvement and deliver excellence for our stakeholders.

A handwritten signature in black ink, appearing to read 'Campbell Fleming', written over a light grey background.

Campbell Fleming

Chief Executive Officer, EMEA and Global Chief Operating Officer
Columbia Threadneedle Investments

CORPORATE RESPONSIBILITY VISION AND STRATEGY

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.

Our priority is the investment success of our clients. We strive to deliver the investment outcomes that our clients expect when they trust us with their money, 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.

In EMEA, our corporate responsibility vision has been developed with emphasis on the areas that are most material to our business and the core roles we play – Responsible Partner, Investor, Employer and Citizen. Our approach to corporate responsibility is underpinned by our Values of Client Focus, Excellence, Integrity and Respect.

Our corporate responsibility framework in EMEA is managed by an Advisory Group made up of senior executives from across the business, representing Investments, Distribution, Marketing and Client Relations, Corporate Communications, HR, the Diversity and Inclusion Group and the Environmental Group. The Advisory Group reports to the regional Business Management Committee and to the CEO.

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 with them 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.

<p>RESPONSIBLE PARTNER</p> <p>We strive to be a trusted partner to our clients</p>	<p>RESPONSIBLE INVESTOR</p> <p>We strive to be responsible stewards of our clients' assets within a framework of good governance and transparency</p>	<p>RESPONSIBLE EMPLOYER</p> <p>We strive to be a values-led organisation that attracts, develops and retains the best talent</p>	<p>RESPONSIBLE CITIZEN</p> <p>We strive to be a responsible member of our community and influence positive change</p>
<p>Exceeding expectations Quality outcomes Managing risk Research and education</p>	<p>Stewardship Innovation and positive impact Transparency and governance</p>	<p>Values and Code of Ethics Diversity and inclusion Talent development Employee volunteering Wellness, health and safety</p>	<p>Community engagement Environmental management Supplier engagement</p>

COLUMBIA THREADNEEDLE VALUES

RESPECT | INTEGRITY | EXCELLENCE | CLIENT FOCUS

Columbia Threadneedle's Values matter to us and we expect to be held accountable to them in all we do. They help drive our business strategy, brand experience and reputation and attract the talent we need to be a successful and sustainable global asset manager.

Client focus: We are the professional and trusted agents of our clients and customers. Everything we do is for our clients and customers.

Respect: We are principled, respectful and inclusive and operate in a collaborative, team-oriented workplace.

Excellence: We strive to deliver excellence by operating to the highest industry standards.

Integrity: We behave ethically and with integrity and are accountable for earning and keeping our clients' trust.

RESPONSIBLE PARTNER

WE STRIVE TO BE A TRUSTED PARTNER TO OUR CLIENTS

Our clients' success is, and always will be, our priority. We believe it is a responsibility and a privilege to be trusted to manage someone else's money. The essence of our business is our ability to empower the investment success of our clients and our end-customers; this is captured in our brand promise 'Your success. Our priority.' We strive for mutually successful long-term relationships with our clients. Above all, the best interests of our end-customers must always come first.

Our commitment to our clients is reflected in our Values and in the Code of Ethics which all employees formally sign, acknowledging how we must act at all times. This 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 and customers
- We recognise the privilege of being entrusted with our clients' money.

Demonstrating a desire to deliver quality outcomes to customers:

- 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 and customers.

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

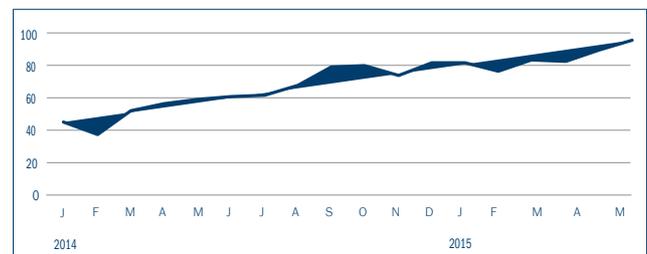
- We actively consider the customer's best interests at all times
- We recognise that risk management is everyone's responsibility
- We actively manage conflicts appropriately seeking best results and collaborating effectively for the benefit of our clients and customers.

We focus extensively on listening and acting on customer feedback, an essential component of our client relationship that ensures we continue to meet expectations as a responsible partner.

Our Customer Council, a pool of over 500 investors established to facilitate regular dialogue with customers, met several times over the past year to debate issues of concern on the investment horizon. The Council is made up of existing and potential customers and has provided valuable input to our strategy, communication and product development processes.

We use a Client Sentiment Index to monitor and measure feedback, using 14 separate metrics including numbers of complaints, call centre feedback and feedback received from our web-based clients. Through this process we identified that a lack of awareness regarding fund purchase and redemption procedures was leading to delays in trading for individual customers in our funds. To address this we communicated details of the transaction process to over 100,000 clients to improve understanding. As a result, the customer experience for transacting has been substantially improved, and this has been reflected in subsequent feedback.

CLIENT SENTIMENT INDEX



CEO'S CUSTOMER LUNCH PROGRAMME

In 2014 we introduced a customer lunch programme, where our CEO hosts an informal discussion over lunch with a small group of consumer investors. Facilitated by The Wisdom Council, an organisation that connects financial services firms with consumers, customers share their views on investment needs and attitudes.

Our third event in the series focused on how to engage with and understand potential barriers for investing for younger people. A good discussion saw recurring topics emerge, including the need for digital engagement, the role of crowd funding, brand awareness, understanding an investor's appetite for volatility and loss, and how to make investing something real and relevant for younger people.

The programme will continue throughout the year and has proved extremely successful in providing increased insight and understanding of our customers.



RESPONSIBLE INVESTOR

WE STRIVE TO BE RESPONSIBLE STEWARDS OF OUR CLIENTS' ASSETS WITHIN A FRAMEWORK OF GOOD GOVERNANCE AND TRANSPARENCY

Being a responsible investor is integral to our business proposition and defines how we act in the marketplace. Core to our investment philosophy is the belief that effective stewardship benefits companies, investors and the economy as a whole. Well-governed companies are better positioned to manage the risks and challenges inherent in business and are better able to capture opportunities for growth.

As a result of 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 risks and opportunities of existing and prospective investments, which may not be captured by conventional analysis.

Consistent with our commitment to being a responsible long-term investor and our duty to act in the best long-term interest of our clients, Columbia Threadneedle subscribes to and is a signatory to the United Nations-backed Principles of Responsible Investment (PRI). In the UK we are also a signatory to the Stewardship Code.

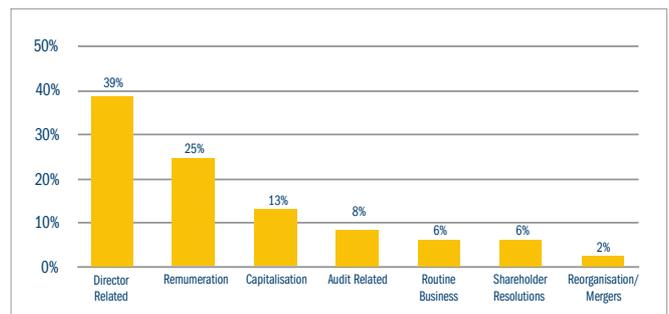
STEWARDSHIP AND PROXY VOTING

We recognise the need to be an active and responsible owner of the investments we hold

on behalf of our clients. The moral hazard of boards and management teams lacking effective shareholder oversight has resulted in destruction of shareholder value in numerous cases. As a result, targeted engagement on ESG issues forms part of our on-going dialogue with companies.

Voting in company general meetings is an important right which we exercise actively. During 2014 we voted at 1775 meetings, registering our dissent (opposition, abstention or support of a shareholder resolution) against one or more resolutions at 45% of meetings compared to 39% during 2013. We actively review all voting decisions with reference to our stated Governance and Responsible Investment policy as well as other research inputs, in collaboration with our fund managers and analysts. Our proxy voting activity can be viewed on our website.

PROXY VOTING - BREAKDOWN OF DISSENT VOTES



NO.1 UK ASSET MANAGER IN RESPONSIBLE INVESTMENT SURVEY

Columbia Threadneedle Investments was recognised as the number one UK asset manager for Responsible Investment Performance in ShareAction's 2015 Survey.

The ShareAction Survey is a benchmarking study of the Responsible Investment performance and transparency of the UK's largest asset managers.

The 2015 Survey looked at the largest 33 asset managers in the UK and scored them according to an analysis of responsible investment practices. The last study was completed in 2010 when Threadneedle came in seventh place.

We ranked particularly well in terms of our implementation of the UK Stewardship Code and incentives of fund managers towards long-term investment.

GLOBAL DIALOGUE

As part of our commitment to achieve systemic change, we believe participation and collaboration is essential. We support a range of responsible investment organisations and industry bodies, for example:

- In September 2014 we attended the PRI in Person conference in Montreal. This brought together 600 responsible investment practitioners and stakeholders to discuss industry trends and developments. Environmental, social and governance considerations in the energy sector continue to be the major topic of conversation in the industry
- We have been a founding supporter of the PRI Human Capital collaborative engagement for further disclosure around human capital management and development of people in retailers. The effort brought together global investors in dialogue with global companies around the link between human capital and firm performance
- We have participated in investor roundtables with FTSE100 Audit Committee Chairs on committee reporting and other related issues.

To see our quarterly ESG reports visit www.columbiathreadneedle.com/ESG

INNOVATION AND POSITIVE IMPACT

There is growing interest in investments with ESG outcomes and our capabilities have enabled us to innovate and deliver unique solutions for clients. These include two pioneering initiatives, the Threadneedle Low Carbon Workplace partnership and the Threadneedle UK Social Bond Fund.

THREADNEEDLE LOW CARBON WORKPLACE

Carbon reduction is a key societal concern and office buildings are among the worst offenders, contributing approximately one fifth of total carbon emissions in the UK.

Threadneedle Low Carbon Workplace (LCW) is a partnership between Columbia Threadneedle, leading commercial developer Stanhope and the Carbon Trust. LCW aims to refurbish existing building stock to bring it up to a low carbon standard, while also providing investors with a financial return.

Since 2011, LCW has refurbished around 250,000 square feet of office space. On average, LCW's occupiers' emissions are 70 per cent lower than the ECON19 industry benchmark. Across the portfolio, this equates to a saving of approx 3,000 tonnes of CO2 per year¹. Tenants include housing associations, retailers, financial services and media companies. Such is the demand, that 90 per cent of the projects have been let before completion. LCW manages assets of £203m (at 31 July 2015).

Based on the success of LCW, Columbia Threadneedle was named Real Estate Manager of the Year 2015 in the Investment Excellence Awards from Global Investor.

¹ Econ Benchmark Comparison report October 2014

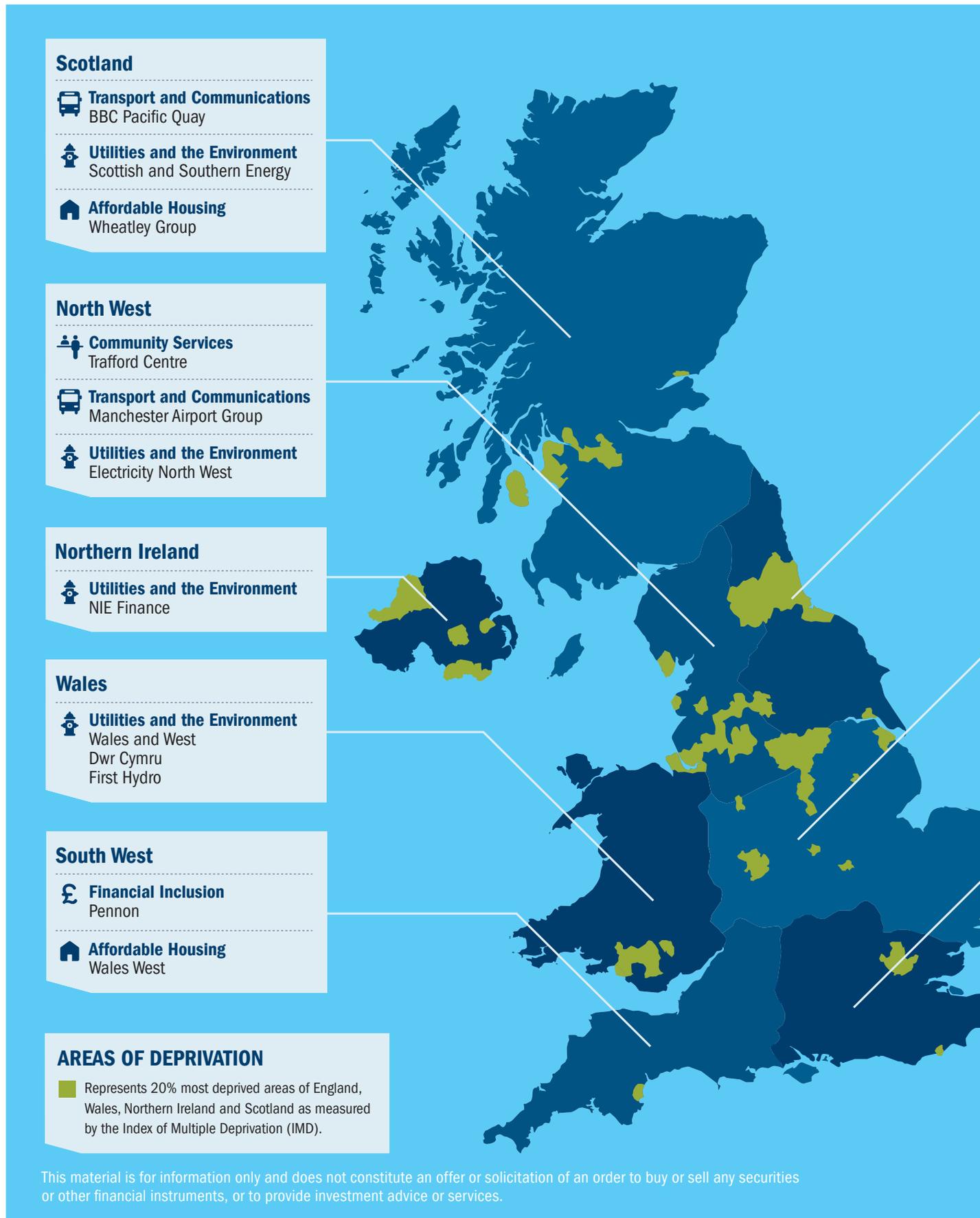
UK SOCIAL BOND FUND

The Threadneedle UK Social Bond Fund, a partnership with Big Issue Invest, aims to bring social investment to the mainstream by offering retail and institutional investors both a financial and a social outcome from fixed income investments. The Fund had grown to £72.2m (at 31 July 2015) since its launch in January 2014. Please note, this is not a recommendation. By investing in this fund your capital is at risk.

In June 2015, the Fund's first Annual Social Performance Review was published by Big Issue Invest. At March 2015, the Fund was invested in 83 bonds from 60 issuers, including charities, registered social housing providers and companies.

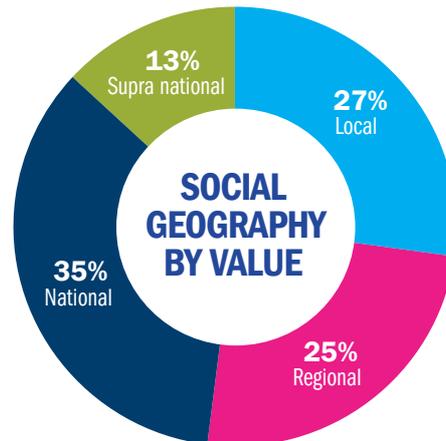
The map of selected holdings overleaf provides an overview of the Fund's orientation towards balanced and inclusive development. The results are extremely encouraging and are consistent with the Fund's social objective to create a fairer and more equal society in the UK, underpinned by a balanced and sustainable economy.

UK SOCIAL BOND FUND - REGIONAL BREAKDOWN OF INVESTMENT



SOCIAL OUTCOME AREA BY % OF THE FUND

 Affordable Housing	23%
 Community Services	2%
 Education Learning and Skills	9%
 Employment and Training	8%
 Financial Inclusion	9%
 Health and Social Care	15%
 Transport and Communications	18%
 Utilities and the Environment	16%



North East

-  **Affordable Housing**
Sunderland Housing Association
Yorkshire Housing Group
-  **Community Services**
Meadowhall Shopping Centre
-  **Transport and Communications**
Tees & Hartlepool Port

Midlands & East Anglia

-  **Affordable Housing**
East Midlands Housing
-  **Health and Social Care**
Octagon Healthcare
Derby Healthcare

South East

-  **Affordable Housing**
Swan Housing
-  **Transport and Communications**
London Continental Railways
Community Finance / Crossrail

“The Big Issue is committed to tackling poverty and inequality. The Threadneedle UK Social Bond Fund extends and supports this mission by investing in organisations that create social benefits and support more sustainable economic development and job creation in the UK. Our unique social assessment methodology enables the fund manager to direct money into organisations that improve the lives of individuals, communities and society as a whole.”

Nigel Kershaw OBE
CEO, Big Issue Invest
& Chairman, The Big Issue



RESPONSIBLE EMPLOYER

WE STRIVE TO BE A VALUES-LED ORGANISATION THAT ATTRACTS, DEVELOPS AND RETAINS THE BEST TALENT

VALUES AND CODE OF ETHICS

We have a fiduciary duty to our clients and customers as managers of their financial assets. In carrying out their role, it is imperative that our people reflect our Values of Client Focus, Excellence, Integrity and Respect. These Values are critical to the way we work and should guide the actions and decisions of each of our employees in a material way. Every employee has the Values reflected in their appraisal and personal development plans, with 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.

In addition to our Values, the company's Code of Ethics sets out the ethical standards and expected behaviours that apply to all employees in EMEA. The Values and Code of Ethics provide the basis for how our employees must act at all times while representing Columbia Threadneedle, in the best interests of our clients and end-customers.

EMPLOYEE RECOGNITION AND ENGAGEMENT

In order to further embed our Values, we recognise outstanding employee contributions through the 'Ammy Awards' programme run by our parent company Ameriprise Financial. 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 2014 more than 70% of EMEA employees participated. The results saw scores for every question remain consistent or improved vs 2013, with strong improvements for client focus and experience and good scores related to integrity, excellence and respect, reflecting our Values.

- 84% said they are proud to work for Columbia Threadneedle
- 84% said that delivering a superior client experience is a priority
- 77% said diverse backgrounds, perspectives and styles are valued.

Improvements have been implemented or accelerated in response to the engagement survey. In April 2015 we relocated our EMEA headquarters in London introducing full open-plan work space with the majority of employees on one floor, facilitating better interaction and underpinning a culture of collaboration. We also introduced the ability to purchase additional holidays, supporting more flexible working for employees.

The full results for our 2015 survey are yet to be published, however the participation rate has increased to 84%.

Talent development is a priority at all levels in EMEA, reflected by an increase of 145% in our training budget between 2012 and 2015. All employees have the opportunity to attend a wide range of skills training workshops, including market-leading client relationship management skills training.

In 2014 and 2015, we are focusing in particular on leadership training. A series of tailored master classes is aligned to the key themes of 'Global Mind-set & Collaboration' and 'Authentic Leader' and elective master classes are offered for personal development.

The executive leader development programme begins with self-awareness and personal effectiveness as a leader. The second phase emphasises understanding team dynamics and motivating teams to deliver high performance. The third phase focuses on the ability of leaders to collaborate with others across the organisation and become 'network leaders'.

“

I have participated on the firm's Executive Leadership Programme this year and found it to be both thought provoking and empowering. Becoming a more effective leader is crucial in a global asset management organisation.

I found the ELP training on resilience, authentic leadership, holding key conversations including cultivating the art of listening to be essential techniques to inspire and engage productively with teams and colleagues. The benefits of this training are evident within the organisation.”



Abi Thomas,
Executive Director,
Head of Legal

DIVERSITY AND INCLUSION

Our Diversity and Inclusion Advisory Group, comprised of employee representatives from all departments and levels of seniority, is now in its third year and a new group of enthusiastic individuals have been building on the good work of the group since 2013. The major focus to date has been on gender diversity alongside generating greater awareness and opportunities for networking. As an organisation, Columbia Threadneedle has been taking steps to improve diversity as a whole, and gender representation in particular. Close to 40% of our employees in EMEA and 30% of our investment professionals are women, including four out of 13 senior desk heads.

We recognise that recruitment is a critical area and over the past two years have introduced practices to ensure that we have both male and female representation on candidate lists, including guidelines for our recruitment partners to get more women to the interview phase. We have included unconscious bias training to help ensure our people recruit the best candidate without unconscious biases influencing decisions.

We seek to work with external partners and networks. For example, in 2015 Columbia Threadneedle became a member of Citymothers and Cityfathers, inclusive networks that provide peer support for City professionals who have a shared interest in balancing family life with a progressive career. During the year we hosted a networking event with external speakers, which was very well received by employees.

We continue to 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. Investment 2020 aims to offer a total of over 100 newly-created 12-month paid trainee roles primarily to school leavers and graduates, regardless of their background and education. It has proved extremely successful, with a high rate of trainees subsequently achieving permanent positions.

“Of all the jobs in the City that of a fund manager is most suited to women. It requires the ability to be thoughtful, reflective, strategic and long-term - all skills where I believe women tend to have a natural advantage. Our industry has a real opportunity to be the driving force for gender diversity in financial services. We need to do more to promote positive changes at our organisations and we need to raise awareness and challenge current perceptions.”

Mark Burgess,
CIO EMEA and Global Head of Equities
and Head of the Talent Advisory Group

HEALTH AND WELLBEING

We are committed to supporting our employees in terms of their health and wellbeing. In addition to regular health screening and a dedicated Employee Assistance Programme, we offer regular 'Lunch and Learn' sessions to raise awareness of health issues. For example, in the past year we have held employee campaigns to increase understanding and raise funds to support breast and prostate cancer.

- Employees attended a lunchtime workshop with women's breast cancer charity 'Coppafeel', discussing the importance of regular self-checks, how to check yourself effectively and what to look for.
- A men's health workshop run by Movember Foundation focused on prostate cancer, testicular cancer and mental health. Employees raised funds for Movember Foundation by growing moustaches during November.



Columbia Threadneedle sponsors the ITU World Triathlon Series and encourages employees, clients and other stakeholders to experience the UK's fastest growing participation sport. Triathlon promotes an active and healthy lifestyle and is one of the few sports to promote male and female participation on an equal basis. It also provides a platform for Columbia Threadneedle Foundation to engage with clients and employees to help raise funds for our charitable partner Access Sport, helping more disadvantaged young people enjoy the benefits of sport.

EMPLOYEE VOLUNTEERING

All permanent employees have the opportunity to carry out volunteer work during normal working hours, up to a maximum of one day per year. Not only does volunteering enhance our wider support for charities, it gives our employees the chance to develop new skills, network with colleagues, and for teams to collaborate more effectively across departments. In early 2014 we introduced a formal volunteering programme and during the year over 140 employees participated in activities including:

- Arts-based workshops at Mall Galleries, with children and young adults who face disabilities and other challenges
- The Whitechapel Mission breakfast challenge, a daily team-based event serving hot breakfast to homeless men and women
- River clean-up days with Thames21, one of the country's leading waterway charities
- Maintaining the grounds, plants and animals at Spitalfields City Farm, an essential resource for local people, that offers educational tours to local disadvantaged schools.

“It was a real privilege to assist at the Mall Galleries. The group was a fantastic mix of personalities all brought together by a simple love of painting. No one judges anyone else, everyone is equal and they respect and support each other - I can only imagine for vulnerable adults that must be like breathing the freshest air in the world. Elli and her team clearly do a wonderful job and I very much hope Columbia Threadneedle continues to support the Gallery in their efforts.”

Eliot Diskin,
Senior Derivates Negotiator, Legal

RESPONSIBLE CITIZEN

WE STRIVE TO BE A RESPONSIBLE MEMBER OF OUR COMMUNITY AND INFLUENCE POSITIVE CHANGE

COMMUNITY ENGAGEMENT

Through Columbia Threadneedle Foundation, we invest in the community via partnerships that create positive social impact. We focus on supporting charities that use education, art and sport to engender lasting social change. Common threads we look for in our programmes and charity partners include the ability to build skills and confidence, challenge perspectives and broaden horizons.

The Foundation also supports the efforts of employees raising money for charity, via payroll giving and matched giving programmes.

EDUCATION

We are acutely aware of the need to improve financial education and financial inclusion in communities throughout the UK. The Foundation supports a range of education programmes from grassroots school and community-based schemes to scholarships designed to improve access to higher education.

In 2014 we became a partner of RedSTART, a financial education initiative for young people that aims to put people in control of their finances, giving them the skills they need to successfully and sustainably manage their financial futures from a young age. Through educational days delivered by RedSTART partners, the organisation works with young people from a wide variety of schools across the UK. Employee volunteers trained to deliver a series of lessons covering saving, budgeting, assets, investing, wealth, pensions, borrowing and the entrepreneur.

During 2014/15 we also supported:

- Toynbee Hall's Money Mentors programme
- Personal Finance Education Group and Edith Neville Primary School
- Columbia Threadneedle Investment Award with Cass Business School and Singapore Management University
- Columbia Threadneedle Executives Undergraduate Scholarship, with Cass Business School.

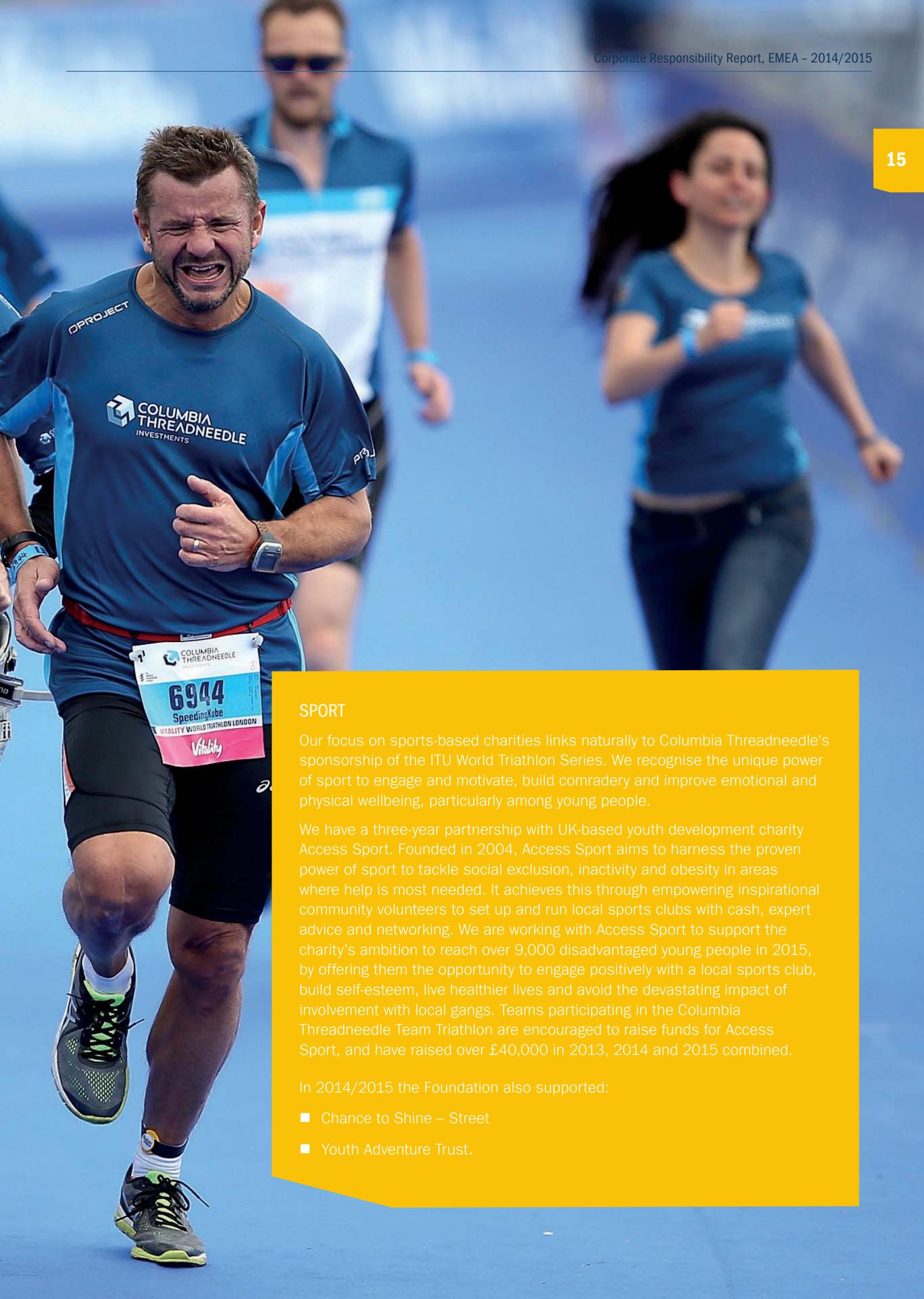
ART

A vibrant arts sector brings a wide range of social, cultural and economic benefits. For more than 10 years, Columbia Threadneedle has been a major supporter of the arts in the UK through partnerships that span visual arts, art as therapy and art-based education programmes for diverse groups and communities from London and around the UK.

We have committed to a three-year partnership with The Art Room, a national charity that supports 5-16 year olds who are experiencing emotional and behavioural difficulties. The Art Room offers art as therapy to children and young people who are facing major challenges in their lives, using art to raise their self-esteem, self-confidence and independence. Many of these students are disengaged, disruptive or withdrawn and are identified by their teachers as benefiting from extra support and time outside of the classroom. We are helping this highly innovative charity to build capacity and develop new centres in London.

Other arts-based charities supported in 2014/15 include:

- Mall Galleries, including the Columbia Threadneedle Prize, the UK's leading open competition for figurative and representational painting and sculpture
- Eastside Education Trust's ArtStart schools programme
- Arts for All
- Swindon Children's Scrapstore.



SPORT

Our focus on sports-based charities links naturally to Columbia Threadneedle's sponsorship of the ITU World Triathlon Series. We recognise the unique power of sport to engage and motivate, build comradery and improve emotional and physical wellbeing, particularly among young people.

We have a three-year partnership with UK-based youth development charity Access Sport. Founded in 2004, Access Sport aims to harness the proven power of sport to tackle social exclusion, inactivity and obesity in areas where help is most needed. It achieves this through empowering inspirational community volunteers to set up and run local sports clubs with cash, expert advice and networking. We are working with Access Sport to support the charity's ambition to reach over 9,000 disadvantaged young people in 2015, by offering them the opportunity to engage positively with a local sports club, build self-esteem, live healthier lives and avoid the devastating impact of involvement with local gangs. Teams participating in the Columbia Threadneedle Team Triathlon are encouraged to raise funds for Access Sport, and have raised over £40,000 in 2013, 2014 and 2015 combined.

In 2014/2015 the Foundation also supported:

- Chance to Shine – Street
- Youth Adventure Trust.



TOYNBEE HALL MONEY MENTORS PROGRAMME

In late 2014 Columbia Threadneedle Foundation provided funding for Toynbee Hall to undertake a formal evaluation of its Money Mentors programme in Tower Hamlets, a pioneering initiative that aims to improve participants' financial confidence, increase their financial capability and reduce financial exclusion. The report established a Social Return on Investment of £3 for every £1 spent.

The evaluation focused on the differences that attending the Money Mentors programme has made to the finances, health and personal lives of participants and found that:

- 65% of participants have more confidence in their financial future
- 48% of participants experienced a positive change in their budgeting skills
- Those who describe themselves as 'always struggling' decreased from 40% to 2%
- 54% of participants felt less isolated
- 43% of participants felt that their relationships with family and friends had improved
- Regular saving increased from 10% to 49%.



“Toynbee Hall is a community organisation that pioneers ways to reduce poverty and disadvantage, and has been a catalyst for social reform in the UK for almost 130 years. It gives some of the country’s most deprived communities a voice, providing access to free advice and support services and working with them to tackle social injustice. Money Mentors works with individuals to improve their money management and budgeting skills and give them the confidence and communication skills to share their learning in the community. Over 350 people have now graduated from the programme and have gone on to train a further 350 in the community. This is an excellent achievement in Tower Hamlets, a borough where 47% of people owe money and 27% are behind on their payments.”

Graham Fisher, Chief Executive, Toynbee Hall

RE-WORK IT: CHAIRS FOR THE ART ROOM IN SELFRIDGES

With our support, national children's charity The Art Room staged a high profile fundraising project in leading London department store Selfridges. For six weeks from 30 April, The Art Room had a major presence in Selfridges, celebrating the charity and raising valuable funds for its work.

Over 90 chairs were transformed by prominent artists, designers and architects. The chairs represented the practise of The Art Room, where children work with trained practitioners to transform everyday items such as chairs, lampshades, aprons and clocks, as an introduction to the sense of empowerment found through transforming ordinary objects into something individual and creative. The chairs were suspended in Selfridges' main Atrium space and were auctioned online, raising over £70,000 for The Art Room.





“The Art Room offers severely troubled school children a beautifully equipped and staffed art room as a refuge where they might catch a glimpse into their own creative power; where they might be reflective and not tossed about by the chaos of their lives. The teachers are also trained counsellors who help them, and together the room and the teachers and the making of art provide a safe haven.”

Grayson Perry CBE,
Patron, The Art Room

ENVIRONMENTAL MANAGEMENT

Our Environmental Advisory Group is made up of enthusiastic and committed employees and is responsible for developing and integrating principles related to environmental performance and impact into our workplace and business activities.

The Group supports Columbia Threadneedle's commitment to environmental stewardship within the company and as part of the wider community, managing the environmental management system (EMS) for Columbia Threadneedle and ensuring our ISO 14001:2004 and Carbon Trust certifications are maintained.

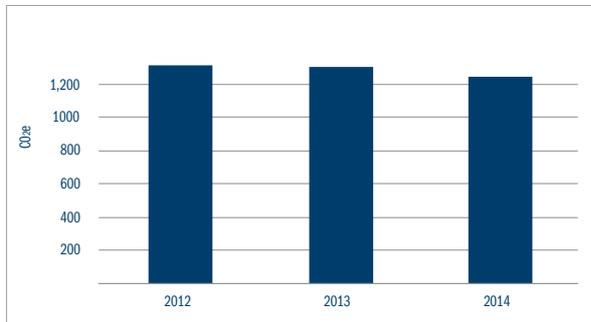
Actions to reduce our environmental impact are delivered under five main areas: energy, waste, raw materials, water and travel.

The Environmental Advisory Group reviews our environmental performance on a continual basis in compliance with ISO 14001:2004. This involves reviewing electricity, gas and water consumption, monitoring paper usage, waste generation and business travel.

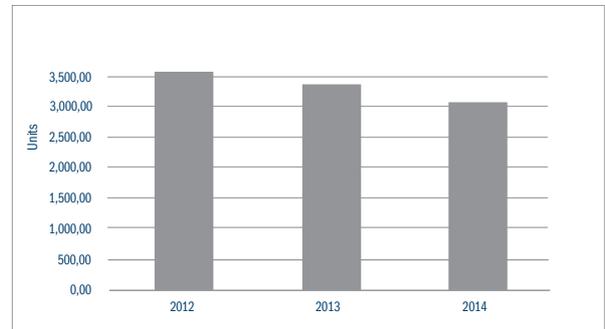
The Carbon Trust undertakes an annual carbon footprint assessment on our head office operations and we are pleased to have achieved the Carbon Trust Standard certification. As can be seen in the graph below the company has successfully reduced its absolute carbon footprint by 18% since 2012, primarily achieved through energy efficiencies and employee engagement campaigns. Our employees have also reduced their usage of utilities and are helping to reduce general refuse and increase recycling rates which helped us to achieve a platinum score in the Clean City Awards 2014.

The following graphs show our progress over the last three years:

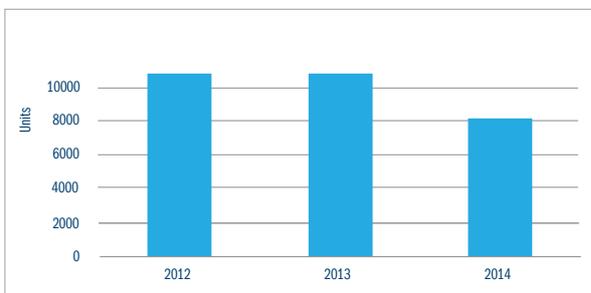
CARBON FOOTPRINT FOR HEAD OFFICE OPERATIONS (TONNES CO2E)



ELECTRICITY - AVERAGE UNITS PER EMPLOYEE PER ANNUM



WATER - AVERAGE LITRES PER EMPLOYEE PER ANNUM



SUPPLIER MANAGEMENT

We became a Living Wage employer in April 2015, which means everyone working at Columbia Threadneedle in the UK, regardless of whether they are permanent employees or third-party contractors, receives a minimum hourly wage in London of £9.15 and £7.85 outside of London - significantly higher than the national minimum wage of £6.50. The Living Wage is set independently and updated annually, calculated according to the basic cost of living using the 'Minimum Income Standard' for the UK. Decisions about what to include in this standard are set by the public; it is therefore a social consensus about what people need to make ends meet.

SUMMARY OF CORPORATE RESPONSIBILITY PERFORMANCE

Table of Key Performance Indicators - EMEA

	2014	2013	2012
Responsible Partner			
Client Sentiment Index	80.9%	n/a	n/a
Customer Satisfaction (Post-call satisfaction survey)	92%	n/a	n/a
Responsible Investor			
Number of meetings voted against (%)	1775 (45%)	1841 (39%)	1772 (36%)
Number of shareholder meetings	3500	3500	3450
AUM with responsible investment criteria	\$10bn	\$13.5bn	\$9bn
Responsible employer			
Number of training hours per employee per year	9	8.8	3.3
Employee engagement survey response rate	72%	80%	n/a
Number of employees taking part in organised volunteering	140	n/a	n/a
% women on company Board	22%	13%	11%
% women on Business management committee (Exec Co)	11%	8%	0%
% women in senior management (Executive Director level)	16%	11%	11%
% women investment professionals	29%	21%	22%
% women employees in total	37%	35%	36%
Responsible citizen			
Corporate donations to charity	£240,000*	£100,000	£70,000
Number of UK employees participating in payroll giving	8%	9%	9%
CO2 emissions per person (scope 1&2 including business travel only)**	1.9 tonne CO2 per employee	2 tonne CO2 per employee	2.4 tonne CO2 per employee
Water use (litres)**	8164.62	12,154.10	12,610.13

*Comprises £159,000 from Columbia Threadneedle Foundation and £81,000 via additional donations

**Applies to previous London Head Office address (60 St Mary Axe) where majority of EMEA employees were based as at 31 Dec 2014.

Previous years' figures have been revised due to data discrepancies.

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COLUMBIATHREADNEEDLE.COM



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