

JANA Net Zero Progress Report

Reporting on our commitments as a member of the
Net Zero Investment Consultants Initiative (NZICI)

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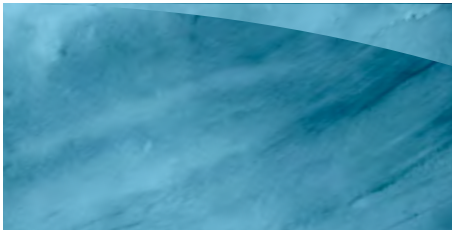
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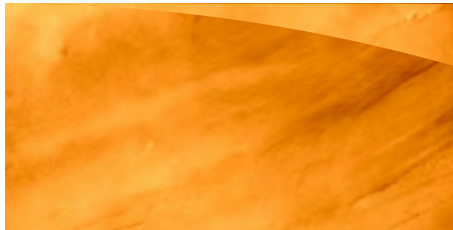
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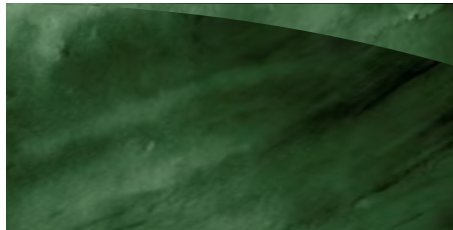
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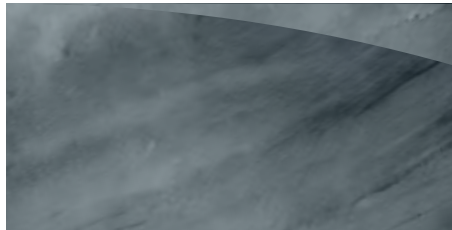
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Introduction

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- A Message from Our CEO
- Firm Background

2025 Highlights

85

Clients

A\$1.7

trillion of Assets
Under Advice (AUA)

A\$16

billion of JANA
Investment Trust
Assets Under
Management (AUM)

A Message from Our CEO

I am pleased to present the 2025 JANA Net Zero Investment Consultants Initiative Progress Report, which outlines our actions over the last year to advance on our commitment to net zero as an organisation and for our clients.

Net zero remains an emerging area and continues to evolve with new advice and practices, as the industry learns from its experiences and makes advances with new knowledge and methodologies. For investors, staying abreast of these developments and determining where to focus limited resources can be overwhelming. Our role is to stay ahead of these changes and provide clear, actionable advice that supports our clients to meet their net zero goals and ambitions. While the pace and volume of change present real challenges, we remain committed to ensuring our clients are equipped to deliver the best outcomes for their members and beneficiaries.

2025 delivered a major setback in the prospects of a globally coordinated climate response, particularly from the US. Rising uncertainty around tariffs and reciprocal trade actions threaten to disrupt supply chains for critical minerals and other key components of electrification and renewable energy. This could increase the cost of transition and slow progress.

Further, the direct investment impacts of climate change were felt strongly over the last year and has had a particularly devastating effect on communities and real assets, with increased incidence of making these assets uninsurable because of their vulnerability to weather-related risks and perceived changes to risk exposures. These are the challenges we grapple with when providing advice to our clients – balancing the need to deliver resilient portfolios today that will also contribute to climate mitigation for long-term, risk-adjusted investment outcomes.

Amid these visible challenges, we have seen a common theme arise amongst our clients – the desire to generate real-world emissions reductions as opposed to ‘paper decarbonisation’ that has limited, and arguably no, impact on achieving global net zero outcomes. We continue to research opportunities and solutions to support our clients in achieving this objective.

This Report is structured around four key sections that reflect how we’ve embedded net zero across our advice and services:

- Supporting Our Clients on Their Net Zero Journeys
- JANA’s Implemented Consulting Business
- JANA’s Business Operations
- JANA’s Net Zero Advocacy in the Financial Community

It is often said that achieving net zero is not a linear journey and our experiences over the past year confirms this. While we’ve made meaningful progress in some areas, others have been constrained by global economic headwinds. Nevertheless, we are driven to act and are working on how we can continue servicing our clients amid this environment and progress forward in delivering on our purpose to make a real difference to millions of people.



Georgie Dudley
Georgie Dudley
CEO

Firm Background

JANA Investment Advisers Pty Ltd (JANA) is one of Australia’s leading investment consulting firms with 85 institutional clients, over A\$1.7 trillion of assets under advice including A\$16 billion of assets invested through our Implemented Consulting business (as of 30 June 2025).

For 38 years, JANA has provided customised global consulting to institutional investors from Australia and New Zealand.

Our clients span multiple sectors across Australia and New Zealand, including charities,

foundations, government entities, insurance, superannuation funds, universities, endowment funds, wealth entities, and family offices.

We provide advice which aims to deliver superior long-term investment results. Our advice is founded on our depth of talent, global research, deep insight and innovative thinking.

As a 100% management-owned firm, we use our structure, processes, tools and our diverse group of industry professionals to help our clients unlock opportunities.

Net Zero Advice

In this Section

- Supporting Our Clients on Their Net Zero Journeys
- Next Steps and Forward Strategy

2025 Highlights

82%

of JANA AUA committed to net zero

50 out of 85

clients committed to or covered by a net zero commitment

2

new specific climate and transition solutions investments strategies approved by JANA Research Committee

Supporting Our Clients on Their Net Zero Journeys

As of 30 June 2025, 18 of our advisory clients, accounting for 77% of the assets under JANA's advice, are covered by net zero commitments.

This number increases to 50 clients when we consider the clients covered by JANA's own net zero commitment across our Implemented Consulting business, bringing total Assets Under Advice (AUA) covered by net zero commitments to approximately A\$1.4 trillion.

The table below summarises JANA's collective efforts over the past 12 months to support our clients through dedicated discussions and advice on key elements of an effective climate or net zero action plan.

Client AUM (A\$)	>\$100b	\$10b-\$100b	\$1b-\$10b	< \$1b
Number of Clients	5	7	21	52
Total Assets Under Advice (\$billion)	1,293	348	116	11
Implemented Consulting Clients	–	–	4	28
Received Advice on Net Zero Alignment	4	4	5	7
Received Climate Scenario Analysis	5	4	7	3
Received Financed Emissions Analysis	2	4	10	36
Made a Net Zero Commitment ¹	4	6	10	31
Set Interim Targets ¹	2	6	4	28
Set Climate Solutions Target ¹	1	2	4	28

¹ Commitment and target figures shown are those that were established by JANA's clients, with varying levels of support and review provided by JANA.

JANA's Structural Themes

Each year, JANA's asset class and investment strategy research teams work together to review how the macroeconomic, geopolitical and market environment is changing, how asset classes and opportunity sets are evolving and what that means for risks, opportunities and investment returns. We share these themes as part of investment strategy and asset class reviews we undertake for our clients. These strategy reviews typically incorporate climate change scenario modelling on the client's portfolio, which highlights how climate change impacts the risks and opportunities of the client's investment portfolio.

JANA's 2025 Structural Themes retains the “**Energy Transition and Climate Change**” theme, as we have assessed that the urgent need to transition the global energy system and take actions to combat climate change remains, as does the challenge of achieving global cooperation and raising the investment capital required to do so. The theme highlights the importance of global decarbonisation on a Paris-aligned path, consistent with the goal of net zero by 2050, for both the economy and asset values.

Evaluating and Engaging with Investment Managers

Over the year, JANA worked on uplifting our ESG manager assessment questionnaire, which incorporates a broad range of questions on key themes we believe are essential in being able to assess the capabilities of our investment managers. The questions are formulated under two broad categories of process and outcomes.

We also began the pilot of the JANA Stewardship Tool on the JANA Investment Trusts. The JANA Stewardship Tool was developed with the objective of assisting JANA and our clients in achieving impactful stewardship results in any asset class across four key sustainability themes: compliance and governance, climate and net zero, natural capital, human rights and social performance. The Tool enables JANA and our clients to set engagement goals, track progress, and report on outcomes across these themes, by offering tailored questions and objectives for companies/managers on each theme, along with interpretative guidance on their probable responses. We look forward to sharing the learnings and engagement interactions we undertake through the implementation of the JANA Stewardship Tool.

Climate and Transition Investments

The quantum of dollars invested in climate finance globally, while still short of requirements, has continued to increase year on year. JANA continues to research climate and transition solution opportunities to be considered by our clients for investment, in recognition that the world faces critical environmental and social challenges that require trillions of dollars in funding per annum, of which private capital plays a critical role. Over the year to 30 June 2025, two new strategies specifically supporting climate and transition solutions were reviewed and approved by JANA's Research Committee,

with a handful of other strategies also having elements supporting these solutions. The quality and pool of opportunities continue to advance, with our Research Teams working to identify high quality strategies with strong capabilities for delivering both market returns and real-world impact.

The case study below outlines how JANA's Research Teams put this into practice – researching and evaluating new 'best ideas' investment opportunities for our clients' consideration.

We continue to provide meaningful education on net zero alignment to our clients when the opportunity arises, and the case study below

provides an example of how we continue to support our clients with these endeavours.

Trustee and CEO Education Session

JANA conducted a closed session for Trustees and Senior Management across a group of JANA clients who committed to net zero. The session involved speaking to the following important topics:

- **Net Zero Background:** Insights from outputs of JANA Climate Change Scenario analysis.
- **Review of Market:** Sharing Insights on how the industry is progressing on net zero.
- **Key Areas of Consideration for Net Zero Interim Target Setting for the Investment Portfolio:**
 - Global Frameworks – Sharing the core aspects that should be considered, including insights from the latest global guidance.
 - JANA's Interim Targets – Sharing our knowledge and learnings.
 - Governance and Director Duties – Highlighting areas they should be aware of and their obligations as Trustees.

Global Debt Research Trip Focus on Sustainability

In the first quarter of the 2025 calendar year, JANA's Debt Research Team and Sustainability Team conducted a joint international research trip, with the focus on identifying "Implementable Strategies for Impact and Returns". Some of the key aims included:

- Extending research into the Green Bond market to assess the effectiveness from a sustainability perspective.
- Identifying Green Bonds Funds which could fit into a traditional fixed income portfolio.

Key insights from the trip included:

- The Green Bond market continues to expand and broaden, now resembling the broader global bond index.
- The number of Green Bond strategies also continues to grow. Though they still use a vast array of different benchmarks, making comparison very difficult.
- Liquidity in the market, and scrutiny by managers around the use of proceeds / types of issuers has also materially increased.
- Looking at purely excess returns (to avoid the various benchmarks) reveals that managers are getting better at outperforming.
- In collaboration with the Sustainability Team, progress was made on assessing ESG integration and forming ESG views / ratings on managers.





Sustainability Data Provider

In the 2025 calendar year, JANA transitioned its sustainability data provider to MSCI. The change has led to the ability to measure a range of global best practice carbon emissions and climate risk metrics for our clients' equity asset class portfolios (as a starting point). These outputs align with the recommendations from the mandatory Climate-related Disclosures where a reporting

entity is required to disclose its absolute gross greenhouse gas emissions generated during the reporting period in accordance with the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (2004)¹.

Prioritising Real Economy Emissions Reduction

JANA supported a large super client in undertaking research as part of their efforts to ensure their investment approaches best align to the principles and actions set out in their Net Zero Roadmap. We partnered with them on a project to review their climate approach within their passive public market equity sleeve.

Being subject to Your Future Your Super (YFYS) regulation, the non-negotiable characteristic of this asset class portfolio is to maintain a passive-like approach with very low cost, low turnover, and minimal tracking error, and minimal sector and country deviation from the YFYS benchmarks.

The client was interested in exploring possible implementation or index methodology alternatives that might more appropriately manage the risks and opportunities from climate change, and better support all their interim climate targets (e.g. net zero alignment as opposed to merely lowering financed emissions through the use of backward-looking metrics). A key objective was to focus on more forward-looking metrics that could contribute to real-world decarbonisation as opposed to a focus on historic carbon numbers only.

This is a common theme that has arisen amongst our clients – the desire to generate real-world emissions reductions as opposed to 'paper decarbonisation' that has limited, and arguably no, impact on achieving global net zero emissions. It is also an area we have encouraged our clients to consider when considering the establishment of net zero commitments i.e. understanding the real objective for net zero commitments – portfolio emissions decarbonisation versus real-world emissions decarbonisation.

The project involved JANA speaking with a number of investment managers and data providers to uncover their latest research initiatives in relation to 'real-world decarbonisation'. Unsurprisingly it has become an area of increased research and focus, and we were able to uncover a number of interesting forward-looking strategies for consideration, which we will continue to explore.

¹ [Australian Government, Australian Accounting Standards Board \(AASB\) Australian Sustainability Reporting Standard \(ASRS\), Climate-related Disclosures, Section 29 – Climate-related metrics.](#)



Next Steps and Forward Strategy

Over the last year, we have seen updated advice from global net zero frameworks, which reflects the accumulated knowledge and learnings from the finance and investment industry since the wide adoption of interim targets in the early 2020s, and the progress made since the Paris Agreement².

These frameworks include guidance on net zero alignment for asset classes where previously there was limited methodologies and direction.

We therefore expect to support our clients over the coming year(s) in incorporating these updated frameworks, particularly as the timing aligns with best practice recommendation to review interim targets every five years (or sooner).

Mandatory climate-related disclosures have come into force in Australia, which impacts a large

proportion of our clients³. While the focus is on disclosures and reporting, we will be working with our clients to ensure they have considered their short, medium and long term obligations and strategies to meet these requirements. It's about supporting our clients to provide useful information to their members and beneficiaries about climate-related risks and opportunities that could reasonably be expected to affect their investment portfolio over the short, medium or long term.

Mandatory climate-related disclosures require the inclusion of information about scenario analysis. JANA's Climate Change Scenario Model was first developed in 2020, and has evolved over the years, with the last significant model uplift occurring in 2023, where we, amongst other updates, revised our green/brown assumptions across multiple touch points. We will be undertaking the next significant review and uplift in the final quarter of the 2025 calendar year.

Key uplifts we will seek to incorporate include (subject to change and not limited to):

- Utilising our relationship with MSCI and the data they provide, such as incorporating their Climate Value at Risk assumptions as an input into the model.
- Having the full range of NGFS scenarios available – including a consideration of the latest NGFS short term scenarios.
- Improving the reporting on physical versus transition risk.

- Treating the scenarios stochastically rather than solely as point estimates.
- Expanding the timeframes of outcomes from the current 2030 and 2040 time periods to 2050 and 2100 (potentially).

The “so what” implications of climate change scenario modelling remain an area of continued deliberation amongst our clients and our peers within the Net Zero Investment Consultants Initiative and will remain an area we continue to work on to refine.

Following the roll out of our revised ESG manager assessment questionnaire, we look forward to engaging with our managers on their responses and further understand the strategies they apply to achieve net zero alignment.

With the updates in frameworks and methodologies, it is an opportune time to revisit training for our consultants on climate change risks and opportunities and net zero alignment, particularly in light of mandatory climate-related disclosure requirements.

² The Paris Agreement is a legally binding international treaty on climate change. It was adopted by 195 Parties at the UN Climate Change Conference (COP21) in Paris, France, on 12 December 2015. It entered into force on 4 November 2016. Its overarching goal is to hold “the increase in the global average temperature to well below 2°C above pre-industrial levels” and pursue efforts “to limit the temperature increase to 1.5°C above pre-industrial levels.”

³ We note that climate-related disclosures have been mandatory in New Zealand from 2023; however, the majority of our New Zealand clients are non-regulated entities. Nevertheless, we have been working with them to understand and adopt ‘best practice’ processes for their investment portfolios.

Implemented Consulting

In this Section

- JANA Investment Trusts 2030 Interim Targets
- Governance
- Reporting and Next Steps

2025 Highlights

~47%

of JANA Trust AUM
invested with managers
who have net zero
targets

~0.1%

JANA Trust AUM
invested in intentional
climate and transition
solutions investments

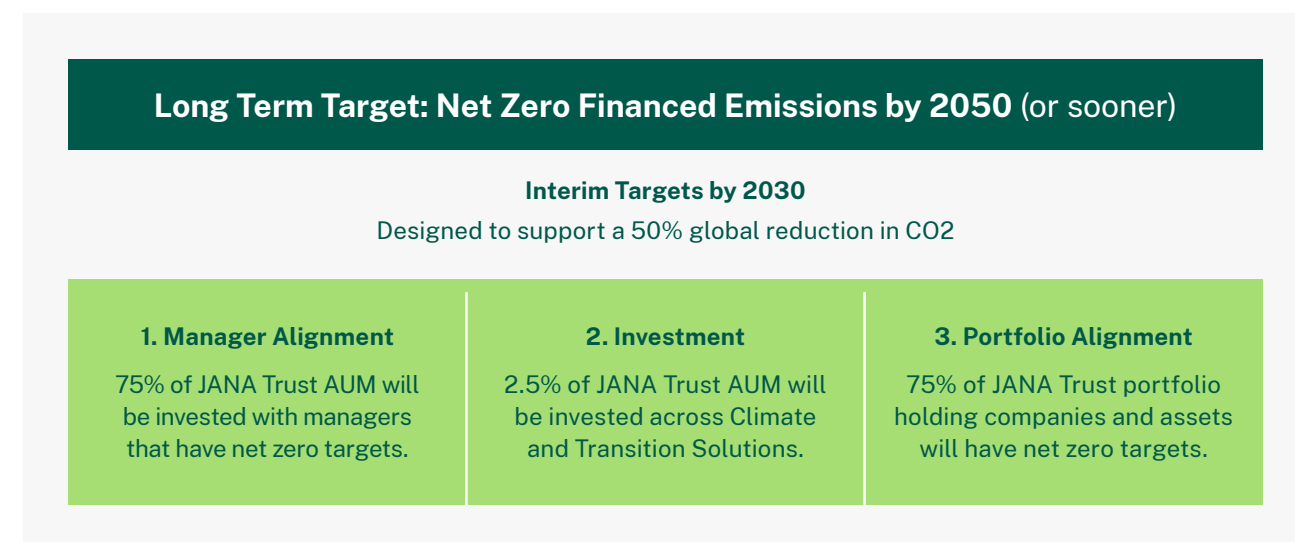
~50%

of JANA Trust portfolio
holdings have net zero
targets

JANA Investment Trusts 2030 Interim Targets

JANA Investment Trusts Path to Net Zero

We established our interim targets for the JANA Investment Trusts⁴ (JANA Trusts) in 2023, to support a 50% reduction in global emissions (i.e. CO2 equivalent) by 2030. This is because the Intergovernmental Panel on Climate Change (IPCC) Special Report identified that a 50% reduction in global greenhouse gas emissions would be required by 2030 to limit warming to around 1.5°C:



Our interim targets were developed with a view to what levers were at our disposal in the context of the structure of our Implemented Consulting business. In particular:

- JANA does not directly manage or hold any assets, rather the JANA Trusts appoint investment managers to manage the assets;
- Our clients have engaged us to deliver on certain objectives, typically risk and return objectives; and
- Our clients may have a desired asset allocation or investment strategy that could influence our ability – positively or negatively – to meet net zero aligned goals over time.

Thus, our interim targets were developed with reference to these parameters and focus our actions on where our influence is best placed to drive real-world emissions reductions, rather than portfolio actions that drive accounting changes in portfolio level emissions – ‘paper decarbonisation’.

We recommend that readers refer to the [2024 Progress Report](#), which outlines JANA’s Net Zero Investment Beliefs and JANA’s Principles for Net Zero Strategy for the JANA Trusts.

Portfolio Coverage

As part of our net zero commitment, JANA aims to include all assets under advice within our Implemented Consulting business, i.e. the Assets Under Management (AUM) of the JANA Trusts, for asset classes that have credible methodologies to calculate emissions data. Our approach is informed by global investment manager and asset owner best practice guidance, as well as JANA’s own observations. As of 30 June 2025, our commitment covered circa 90% of AUM of the JANA Trusts, excluding only Private Equity, Alternative and Cash investments, and tailored client mandates held alongside a JANA Trust.

Over the year, we transitioned our sustainability data provider to broaden the coverage of climate emissions reporting and enhance the quantitative portfolio insights we utilise in monitoring and assessing the progress of our net zero commitment. This now allows us to measure carbon emissions for the JANA Fixed Interest Trusts.

1. Interim Target #1 – Manager Alignment

As of 30 June 2025, approximately 47% of the AUM of the JANA Trusts is invested with managers who have net zero targets.

The reduction in the proportion of managers committed to net zero, from 56% last year, is predominantly a result of the political environment in the US and the resulting exit of some managers from the Net Zero Asset Manager (NZAM) initiative, such as BlackRock. We note, however, that BlackRock maintains its 2030 net zero statement⁵, in which they anticipate that at least 75% of BlackRock corporate and sovereign assets managed on behalf of clients will be invested in issuers with science-based targets or equivalent by 2030. Nevertheless, we determined that it would be appropriate to exclude BlackRock from this assessment given they no longer have an explicit commitment to net zero by 2050.

As we roll out our updated ESG Questionnaire and assessments of investment managers, we will continue to engage with JANA Trust managers who have yet to make a net zero commitment, or where we have identified that progress has been limited or could be further encouraged.

We will continue to focus on the viability of each JANA Trusts’ manager’s plans to deliver on their commitment, using JANA’s Assessment Framework. Our objective remains to encourage uplifted alignment and ambition from these managers in contributing their fair share of actions towards the net zero transition.

2. Interim Target #2 – Investment

The JANA Trusts’ current allocation to climate and transition solutions is approximately 0.1% of AUM as of 30 June 2025, via the JANA Diversified Infrastructure Trust, while our look-through allocation for the same period is approximately 5.7% of AUM, across the Equity, Fixed Interest and Infrastructure JANA Trusts, where data is available.

For the purposes of achieving Interim Target #2 – Investment, JANA only includes deliberate and targeted allocations to predominantly climate and transition solution strategies. While we will track indirect exposures and continue to encourage managers to allocate to this area where the risk and return credentials stack up, we will not credit these indirect exposures towards this interim target. This target is designed to ensure climate and energy transition solutions are considered as a focus when our clients’ capital is invested, with these areas being critical, in our view, to helping deliver real-world emissions reductions.

There has been a slight reduction in the JANA Trusts’ allocation to climate and transition solutions relative to the previous year, due to growth in AUM across the other JANA Trusts. However, we have been proactive in considering and proposing new investment strategies for the JANA Trusts and look forward to sharing updates in next year’s progress report.

⁴ Channel Investment Management Limited is the responsible entity of the JANA Investment Trusts and has appointed JANA Investment Advisers Pty Ltd as the investment adviser to the JANA Investment Trusts.

⁵ [BlackRock’s 2030 net zero statement](#)

3. Interim Target #3 – Portfolio Alignment

Understanding and monitoring underlying company and asset net zero targets will help JANA track the success of our manager engagement programs, as well as help us understand the investment community’s contribution to change that is occurring in the real world. JANA has determined that as of 30 June 2025, approximately 50% of the JANA Trusts’ portfolio holdings have net zero targets in the asset classes for which data is available⁶, which is a similar result to last year.

We are working on attaining look-through data for the unlisted JANA Trusts; however, acknowledge that there remain challenges in attaining accurate data.

Governance

Last year was our first year in formally incorporating net zero considerations as part of annual asset class reviews and new investment considerations for all the underlying JANA Trusts. This was led by JANA’s Sustainability Lead, Investment Trusts but in close collaboration with the Portfolio Managers of each JANA Trust to ensure JANA’s net zero commitment is front of mind with any strategic initiatives and considerations. These reviews are presented to our internal JANA Platform Investment Committee (JPIC) to provide the governance overlay and oversight over all investment decisions, ensuring net zero is appropriately considered and implemented.

JANA’s net zero plan has a built-in milestone to review in 2026 the effectiveness of our interim targets.

Reporting and Next Steps

We will begin the review of our interim targets over the coming months, which coincides with the release of new global investor frameworks and guidance, such as the [Net Zero Investment Framework 2.0](#). It is also timely given the significant changes that have occurred over the last few years of heightened geopolitical tensions and unprecedented weather events.

JANA will continue to make available to our Implemented Consulting clients an annual report covering our assessment of each JANA Trust from a broad ESG and net zero perspective. The report includes ESG Risk Ratings⁷ and the financed carbon emissions intensities of each JANA Trust (where data and methodologies are available) and will include a progress snapshot of the JANA Trusts 2030 Interim Targets.



⁶ As of 30 June 2025, JANA has access to portfolio (underlying companies and assets) net zero target data for Australian equities, global equities, corporate bonds, infrastructure, and property portfolios.

⁷ The ESG Risk Ratings are only presented for listed equity and fixed interest JANA Trusts utilising our sustainability data provider.

Business Operations

In this Section

- JANA's Business Operations
- Greening Our Footprint

Targeting

UN
SDG 7

– Affordable and
Clean Energy

UN
SDG 12

– Responsible
Consumption and
Production

UN
SDG 13

– Climate Action

JANA's Business Operations

Sustainability is embedded in how we work with our clients and in how we operate as an organisation. JANA is now midway through its 2024-2026 Corporate Responsibility plan, with our focus being on four impact areas: Ethical Business, Net Zero and the Environment, Communities, and Our People.

With respect to Net Zero and the Environment (UN SDGs 7, 12, 13), our focus remains to achieve net zero emissions by 2050 (or sooner), and is guided by the following enablers:

- Annual Scope 1, 2 & 3 emissions accounting.
- 2030 interim decarbonisation targets for our operations.
- Membership in various net zero and climate initiatives.
- Ongoing integration of net zero alignment into our advice and Implemented Consulting business.
- Supporting supplier and stakeholder net zero pathways.



Greening Our Footprint



JANA has been certified as a Carbon Neutral organisation since 2020 by the Australian Government Climate Active program. As a result of actions taken to date JANA has reduced our Scope 1 and 2 emissions to zero. Our emissions reduction strategy now focuses on the largest sources of Scope 3 emissions, namely business flights and purchased vendor services. Detailed information and analysis of our corporate operations emissions across all categories for the periods of 2019-2023 can be found on [JANA's Climate Active Profile](#) page.

2024 Operational Emissions

JANA's Scope 3 emissions increased in 2024 (1,961 tCO₂e) versus 2023 (1,361 tCO₂e), as a result of increases in international kilometres flown as well as increased spending on data processing and licensing services. International kilometres flown remain slightly below the level of the 2019 baseline, despite the JANA workforce now being 49% larger; however, emissions factors have been adjusted higher in recent periods. Increases in data processing stem from the continued adoption of AI tools and quantitative solutions at JANA, supporting the delivery of high-quality bespoke advice solutions for our clients.

As part of JANA's Climate Active Carbon Neutral certification, JANA offsets 100% of our emissions on an annual basis. JANA's research into carbon offsets continues to evolve and through lessons learnt over many years, we have refined our offset selection criteria to focus mostly on Australian Carbon Credit Unit (ACCU) projects with natural capital additionalities. Carbon offset integrity

remains an industry-wide challenge; however, as part of JANA's Net Zero Beliefs we remain committed to supporting the maturation of the industry and advocating for higher quality offsets across the ecosystem for carbon offsets.

JANA's 2024 emissions were offset using ACCUs from the Sunnyside Permanent Plantation Forest Project, situated in the Southwest Australia Ecoregion and in one of only 36 global biodiversity hotspots. The project protects 560 hectares of established Eucalyptus plantation forest aiming to create permanent carbon sequestration for a period of 100+ years by transitioning a plantation forest to a permanent forest protected from land clearing and timber harvesting. This project funds the management of a further 750 hectares of high conservation remnant vegetation on the property, and First Nations participation by working with the Yarramouup Aboriginal Corporation across a range of on-site activities.





Business Flights

JANA monitors travel levels across the business and provides updates, typically annually, to its employees on the emissions impact of corporate travel. JANA has seen a reduction in kilometres flown as employees are making greater use of video conferencing and embracing JANA's official travel principles to question whether travel is truly necessary, and if it is indeed required, to make sure to maximise the benefit of that travel. To continue to make gains in this area JANA set the following stretch targets:

- 30% reduction in Business Flight CO₂e/FTE from 2019 baseline levels by 2025
- 50% reduction in Business Flight CO₂e/FTE from 2019 baseline levels by 2030

In CY2023 the business flight tCO₂e/FTE figure was approximately -40% relative to the 2019 baseline. However, in CY2024 this reduced to approximately -20%, which indicates the -30% by 2025 stretch target may be challenged.

We note, however, that JANA flew less in CY2024 relative to CY2019 in terms of overall kilometres, notwithstanding an increase in full time headcount by 49% over this same period. In addition, the emission factors utilised to approximate the tonnes CO₂e emitted changed over this period, meaning we are no longer making a like-for-like comparison.

We will take into consideration these aspects when we evaluate the outcome of this stretch target at year end.

Longer term, JANA intends to be an early supporter of carriers or routes that can incorporate Sustainable Aviation Fuel (SAF)⁸, or SAF Claims⁹, especially for long-haul international flights. To date, enquiries made to SAF brokers and industry participants have not resulted in JANA being able to purchase SAF Claims given our size and relatively small offset requirement as compared to other larger early adopting businesses.

Vendor Services

JANA aims to work with our suppliers to support their decarbonisation plans, advocating for net zero targets, renewable energy usage and where possible, guiding them on steps to reduce their emissions. JANA will also continue to seek out sustainable providers and extend the service life of our IT equipment. More work needs to be done in this area through surveying and meeting with our material suppliers to better understand their action plans. JANA's interim target to guide continuous improvement in purchased services is for a 50% reduction in vendor service emissions by 2030 from 2022 levels.

⁸ Sustainable aviation fuel (SAF) is an alternative fuel made from non-petroleum feedstocks that reduces emissions from air transportation.

⁹ SAF claims ('flight carbon offsets') are the process by which a company or organisation claims the emission reductions associated with the production of Sustainable Aviation Fuel (SAF).

Net Zero Advocacy

In this Section

- JANA's Net Zero Advocacy in the Financial Community

2025 Highlights

Participant on
ASFI
'Transforming
Sustainability
Leadership'
Working Group

Contributor to
IGCC "The State
of Net Zero
Investment 2025"
Report

Responding to
Treasury
Consultation on
Climate-related
Transition
Planning

JANA's Net Zero Advocacy in the Financial Community

We continue to engage with our clients, investment managers and third-party providers (such as sustainability data providers) to broaden our understanding in applying and implementing net zero across a broad range of investments, including the measurement of financed emissions across a broad range of asset classes.

JANA believes the investment community should focus on the real-world economy emissions trajectory and take an active role to engage on the challenges, including the emissions reduction solutions in harder to abate sectors, rather than avoiding them and effectively assuming (or hoping) that someone else will address this challenge.

Some of the key engagements we undertook over the year include:

- Net Zero Investment Consultants Initiative (NZICI):** Beyond being a signatory and reporting member of NZICI, JANA supports the governance and strategic direction of the initiative acting as Co-Chair as well as supporting NZICI's Management Assessment Working Group aimed at driving improvement in investment consultant engagement with asset managers on their support of the net zero transition.
- Australian Sustainable Finance Institute (ASFI) Working Group on 'Transforming Sustainability Leadership':** The Leadership Working Group program comprises eight ASFI member organisations, representing banking, asset management and investment consulting, including representatives from JANA's Sustainability Team. The objective of the Working Group is to provide ASFI members the opportunity to share lessons and approaches to common challenges and opportunities that financial institutions face, in areas such as change management, stakeholder influence, and systems thinking.
- Investor Group on Climate Change (IGCC) "The State of Net Zero Investment 2025" Report:** JANA provided case study sponsorship for the annual IGCC report, which provides a comprehensive analysis of institutional investors' net zero investment practices, providing a robust source of material for investors who have yet made a commitment.
- Australian Treasury Consultation on Climate-related Transition Planning Guidance:** JANA will be contributing a submission on this consultation and will be sharing our comments as part of the public consultation.

JANA will continue to seek out forums and formal means to engage with policymakers on climate-related investor considerations.





Appendix

Appendix

JANA's commitment to the NZICI is made in the context of our legal and fiduciary duties to clients and applies to our: investment advisory services, fully discretionary services (i.e. JANA's implemented consulting services), and our own business operations. Members of NZICI commit to the following:

With respect to our investment advisory services, we commit to:

- **Commitment 1:** working with our clients to identify how climate change impacts the risks and opportunities for their portfolio;
- **Commitment 2:** highlighting the importance for both the economy and asset values of global decarbonisation on a Paris-aligned path and consistent with the goal of net zero by 2050;

- **Commitment 3:** empowering willing clients to make a meaningful contribution to the goals of the Paris agreement through investment practices that help drive real world emission reductions, toward the goal of net zero by 2050 as well as robust interim targets;
- **Commitment 4:** assessing, monitoring and engaging with asset managers on the integration of net zero ambitions in their independent investment decisions and stewardship, and reflecting this evaluation in our client recommendations.

With respect to our fully discretionary services, we will:

- **Commitment 5:** individually set goals consistent with the target setting framework of the Net Zero Asset Manager initiative.

With respect to our own business operations, we will:

- **Commitment 6:** individually set emissions reduction targets across all our operational emissions consistent with Paris goals.

Within the wider financial community, we will:

- **Commitment 7:** where suitable net zero methodologies do not exist, work together for the benefit of our clients to address these challenges, seeking harmonised methodologies consistent with competition law;
- **Commitment 8:** engage, independently or as a group, with regulators and policymakers, to facilitate the transition to net zero carbon emissions, addressing any barriers to our clients adopting and achieving their net zero targets.

To ensure accountability, we will:

- **Commitment 9:** report progress by our firm against the commitments made here at least annually in public domain.



Important information

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