

In This Together



2022 Corporate Social
Responsibility Report



FOREWORD

Infinite possibilities

We are excited to share how Lincoln Financial Group has reimagined our approach to corporate social responsibility over the last year. Our new leadership has inspired us to explore innovative ways of thinking. Our varied backgrounds and experiences have sparked novel ideas and powerful solutions. And most importantly, our unified efforts are generating real impact toward our purpose of providing financial security for every American.

Over the last year, we collaborated on developing an enterprise-wide Environmental, Social and Governance (ESG) strategy that deepens our bold commitment to pursue a more financially secure, prosperous, equitable and sustainable future for every American. This strategy is supported by our Impact Agenda that has five pillars: Advance Diversity, Equity and Inclusion; Elevate the Customer and Employee Experience; Empower our Communities; Invest with Intention and Preserve our Planet.

No matter what shifts are happening in the marketplace, we have demonstrated remarkable progress against our commitments to our communities, employees, and customers, the environment and responsible business all based on a solid foundation of governance. **Together, we are discovering the infinite possibilities of creating brighter futures for all the lives we touch.**

Empower Our Communities

In this chapter, you will learn how we are supplying the right help to communities at the right time. And we are partnering with on-the-ground nonprofits with strong records of success. Beyond Lincoln's financial and educational support, our employees dedicated their time to volunteer and dollars to further support life-changing community programs.

We start by ensuring that children have a strong educational foundation for a bright future — beginning in preschool and continuing all the way through college. We also provide the critical knowledge and skills to support people on their journeys to financial wellness and solid careers. With our nonprofit partners we step in when families face an unexpected crisis, maintaining a stable home and dependable access to healthy food, so it does not become a long-term setback.

FOREWORD

Elevate the Employee Experience

We know that when we take care of each other, we produce the strongest business outcomes. Part of taking care of our colleagues is encouraging them to explore their interests throughout their career development. We also regularly recognize each other for their important contributions to the business.

Throughout 2022, we helped our leaders nurture their teams by setting smart goals and finding customized training to advance their careers. We made it easier for employees to find and use benefits, to enhance their physical well-being and address times when additional emotional, social or financial help is needed.

A variety of backgrounds and experiences are vital to enhancing our culture. We act on our aspiration to increase minority leadership through recruiting, development and retention efforts, and holding our leaders accountable for this. And we enhance employee engagement across the enterprise through learning and development curriculum, employee-led groups and teams, external partnerships, mentoring opportunities and diversity, equity and inclusion.

Preserve Our Planet

With the growing urgency of climate change, and with our business focused on improving the lives of our customers, communities and colleagues, Lincoln is conscious of our shared responsibility to move toward a lower-carbon economy. Last year, we made important progress toward reducing our greenhouse gas emissions. We are on track to reach our 2025 target of reducing our Scope 1 and 2 emissions (those owned or controlled by our business, and those released from utilities when we purchase energy) by 25% compared to 2019. And we are uncovering insights on how to address our biggest areas of impact (Scope 3) beyond our operations and for the assets we hold.

Operate with Integrity

Integrity is part of our brand and we are steered by our ethical compass. Doing the right thing for our customers, investors, vendors, partners and employees builds trust and is intrinsic to who we are, how we interact and do business. We are each accountable, and how we make judgments or decisions that have ethical or compliance implications impacts our reputation. While our behaviors and actions are engrained in our culture, our Enterprise Ethics & Compliance team is actively managing risks and reinforcing our Code of Conduct annually through mandatory training for all employees, including conflicts of interest, anti-corruption, anti-bribery, competition and antitrust.

Our Governance

Our last chapter shows how our shared vision and values underpin how we help our customers secure brighter futures. To this end, our Lincoln National Corporation Board of Directors is our governing body that provides oversight across key policies, decisions and security. The Board of Directors provides stringent corporate governance aligned to committees focused on the following areas: audit, compensation, corporate governance, executive and finance. As part of these focus areas, the Board oversees risk management, which can include environmental, social and governance (ESG) risk, working with our Office of Corporate Sustainability and Enterprise Risk Management team.

Moving forward together into an exciting era

We are energized by the impact we have made to build security and prosperity for our clients, our colleagues and the communities around us. These efforts are supported by a culture built on trust and teamwork. No matter what direction the market takes, we are confident we will have the right solutions. Because when we come together, we all succeed.

About Lincoln Financial Group

Lincoln Financial Group provides guidance and solutions that help empower people to take charge of their financial lives with confidence and optimism.

We work together to support and enhance people's lives and retirement outcomes. Lincoln National Corporation and its affiliates operate under the marketing name of Lincoln Financial Group. **Our comprehensive offerings span four core business areas: life insurance, annuities, retirement plan services and employee (group) benefits.**

Our customers

Today, approximately 16 million customers trust our retirement, insurance and wealth protection expertise to help address their lifestyle, savings and income goals and guard against long-term care expenses. With Lincoln at their side, customers have what they need to positively impact their own lives and the lives of those they love.

Inspiring confidence

Our commitment to providing innovative solutions grows directly out of our mission as a company. We continue to meet our customers' evolving needs with online tools, small business solutions and more.

Our insurance companies

The **Lincoln National Life Insurance Company** is one of the oldest and largest insurance companies in the United States. Lincoln Life & Annuity Company of New York offers annuity, retirement planning and insurance products in New York.

Our affiliates

Lincoln Financial Foundation, established in 1962, is the philanthropic arm of Lincoln Financial Group.

Lincoln Financial Distributors is the wholesale distribution organization for Lincoln-manufactured variable and fixed annuities, life insurance and investment management products sold through financial intermediaries.

Lincoln Financial Network is Lincoln's retail distribution platform that includes two broker-dealer channels, Lincoln Financial Advisors and Lincoln Financial Securities, as well as an Agency Distribution Channel. Independent financial professionals across Lincoln Financial Network sell life insurance, annuities and defined contribution plans to individual and business clients.

Lincoln Financial Investments is the registered investment advisor responsible for building and managing the investment options available in Lincoln products.

How we make a difference

At Lincoln, we have boldly embarked on a new mission – to pursue a more financially secure, prosperous, equitable and sustainable future for every American. Our Impact Agenda below reflects the actions we will take to create meaningful positive change that is authentic for our business, and that can be measured over time.

Our Impact Agenda

Advance Diversity, Equity and Inclusion

Promoting diversity, equity and inclusion inside and outside the walls of Lincoln

Elevate the Customer and Employee Experience

Championing the growth, health and well-being of our customers and employees

Empower our Communities

Uplifting our communities through philanthropy and volunteering

Invest with Intention

Proactively seeking socially and environmentally responsible investment opportunities

Preserve our Planet

Taking measured actions to reduce our environmental footprint

The lives we touch¹

1.7M

participants in our employer-sponsored retirement plans

11.8M

individuals insured through our group benefits business

1.7M

life insurance policies in-force

0.9M

individual annuity contracts in-force

Our financial strength¹

#222

on the *Fortune* 500 list for 2022 (by revenue)²

\$280B

end-of-period account values³

\$9.5B

in total adjusted statutory capital⁴

\$960M

Holding Company available liquidity⁵

¹ All numbers are as of December 31, 2022.

² *Fortune's* 69th Fortune 500™ rankings by revenue for the 2022 fiscal year. Based on median three-year cash flow return on investment (ROI), 2022 sales growth, and adjusted for divestitures.

³ Net of reinsurance. Per Lincoln Financial Group's statistical supplement as of December 31, 2022.

⁴ Represents statutory results of The Lincoln National Life Insurance Company, Lincoln Life & Annuity of New York, and First Penn-Pacific Life Insurance Company.

⁵ Available liquidity consists of cash and invested cash, excluding cash held as collateral, and certain short-term investments that can be readily converted into cash, net of commercial paper outstanding.



A letter from the Senior Vice President, Corporate Responsibility, and President, Lincoln Financial Foundation

In 2022, our employees were inspired to be builders of financial strength, not only through our business, but with individual acts of kindness and generosity. Together, our insights, philanthropy and volunteerism delivered social value through creating measurable long-term and positive changes.

We are able to deliver lasting impact through grantmaking, volunteering and employee giving with nonprofit partnerships in alignment with the pillars of Lincoln’s Foundation strategy: Education, Human Services and Financial Wellness. Our social value was measured in how we help those living on low income build secure financial futures. And our colleagues’ individual generosity to local nonprofits was matched dollar-for-dollar by the Foundation.

A strong foundation in early education improves academic performance, college access and readiness and improves social and emotional skills. The programs we invested in drove results:

- 76% of K – 12 grade students enrolled in academic enrichment programs improved proficiency on standardized assessments.
- 85% of students who participated in college access programs attained the skills and knowledge for college readiness.

Through our human services partnerships and grants, we reduced homelessness and increased food security:

- 1 million individuals were served through our food bank partners.
- 83% of the people served by our housing grantees were able to retain or obtain housing.

And to advance financial wellness, we partnered with nonprofits to enhance financial literacy and stability, and development of specific skills to attain quality jobs. As a result:

- 90% of program participants gained core concepts of personal finance to effectively spend, save, plan and borrow.
- 78% of participants enrolled in skill-based programs received credentials or achieved meaningful employment.

After a two-year in-person hiatus, face-to-face interactions have been meaningful. More than 3,000 of our employees volunteered with our grantees, logging over 10,000 hours supporting skill-based workshops, preparing and serving food, writing and sending notes of encouragement and reading to children.

With Ellen Cooper as our new President and CEO, we launched a new era of our workforce, enhancing how we work together across a flexible hybrid working model. Lincoln’s unique culture is driven by strong relationships and to be more intentional in how we come together – no matter where we sit – we launched our 5Cs to promote celebration, connection, creativity, collaboration and culture.

Team Lincoln has been successful in fostering positive change and providing opportunities to do well, by doing good for our workplace, marketplace and communities. We are delivering social value and we are in this together.

Sincerely,

Allison Green Johnson

2022 recognitions and awards

We are honored when others recognize the steps we take to improve the present – and shape a just future.



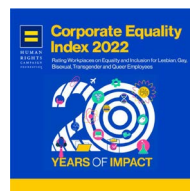
Newsweek – America’s Most Responsible Companies 2022

Recognized for our strong corporate citizenship and transparent reporting practices.



Bloomberg Gender-Equality Index 2022

Recognized for Lincoln’s long-standing commitment to gender equality, career advancement and creating an inclusive workplace.



Corporate Equality Index – Best Places to Work for LGBTQ+ Equality

Scored 100% on the 2022 Corporate Equality Index, the Human Rights Campaign’s national benchmarking report, for the seventh consecutive year.



Best Place to work for Disability Inclusion

Received a perfect 100% score on the Disability Equality Index® for the seventh consecutive year, for creating a welcoming, inclusive environment for people with disabilities.



Forbes – List of Best Employers for Women

Recognized as a company leading the way when it comes to trying to support women inside and outside their workforces.



Newsweek – Most Trustworthy Companies 2022

Recognized for Lincoln’s holistic approach to trust, evaluated with three main touchpoints: customer trust, investor trust and employee trust. Lincoln was ranked #3 out of 21 in the insurance industry among 400 honorees spanning 22 industries.



Ethisphere: World’s Most Ethical Companies

Recognized for demonstrating exceptional leadership and a commitment to business integrity through best-in-class ethics, compliance and governance practices.

HIGHLIGHTS OF THE YEAR:

Doing well and good as a business

Lincoln's achievements were recognized in the national and local press:

Ellen Cooper Assumes Role of Lincoln Financial Group President and Chief Executive Officer

Cooper will serve as the first woman and 10th president and CEO in company's 117-year history

Lincoln Financial Group continues to enhance its diverse early talent pipeline through unique partnership with Morgan State University

Lincoln Financial Group announces launch of financial wellness marketplace for employer customers

Lincoln Financial Group named to Dow Jones Sustainability Index for seventh consecutive year

Lincoln Financial Group named Top 100 internship program

Lincoln Financial Group partners with minority-owned boutique asset management firm to bring additional small-cap investment opportunities to clients

Lincoln Financial Group and Omega Psi Phi Fraternity, Inc. Partner to launch scholarship focused on diverse talent development

Lincoln Financial Network's New Partnership Launches to Support Financial Professionals of Color and Broaden Access to Financial Advice

Lincoln Financial Group Named a Top 100 Company to Watch for Remote Jobs in 2022

Lincoln Financial Group's Early Career Development Program offers opportunities to cultivate critical skills in STEM fields

Lincoln Financial Group enhances supplemental health suite with expanded Hospital Indemnity insurance coverage

CHAPTER 1: COMMUNITIES

When we come together, our impact on the community is stronger. That's why Lincoln is committed to helping our neighborhoods, towns and cities come together and enhance individual prosperity, equity and sustainability for all.

Empowering Our Communities

We focus on creating impact and driving change. We align with local nonprofits that are making a significant difference in their own backyards. And we measure and evaluate outcomes to find the projects and initiatives that generate the strong results, so we can make even smarter investments going forward.

In 2022, our actions had significant impacts. Our charitable contributions exceeded \$9.2 million, and we reached one million people through our work with 285 organizations. Through our learnings, philanthropy and volunteerism, we empowered our local nonprofits to build stronger communities.

In the following examples and data, we highlight partners who demonstrate their ability to excel at creating positive community change.

Contributed
\$9.2M
to our communities

Provided services for
1.5M
people in need

Supported more than
285
nonprofit organizations

Helped our local
communities grow
stronger and more
vibrant

Our Strategy

For 60 years, the Lincoln Financial Foundation has been helping communities grow stronger, healthier and more successful.

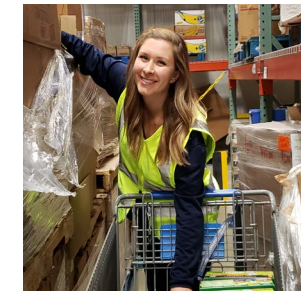
Through grantmaking, volunteerism and other community-engagement programs, we furnish the tools and resources that grantees need for success today and prepare for future challenges.

We currently collaborate with nonprofits as grantees in 11 cities across the United States — Atlanta, GA; Boston, MA; Charlotte, NC; Concord, NH; Dover, NH; Fort Wayne, IN; Greensboro, NC; Hartford, CT; Omaha, NE; Philadelphia/Radnor, PA; and Phoenix, AZ. Our partner organizations know their communities intimately. When challenges arise locally, they are well-positioned to leverage Lincoln’s support and provide the best solutions for the people they serve.

Our grantmaking focuses on mission-aligned partners with proven outcomes in financial wellness, education and human services. The strategy is to help people develop critical skills and knowledge for bright financial futures, from prekindergarten on. The organizations we support in each focus area are effectively measuring the key outcomes¹ that support the path to bright financial futures.

Through our volunteerism efforts, we connect the power and passion of Lincoln employees. The time, talent and dollars our people generously share help empower the communities we serve.

Lincoln and our employees also give back generously to their communities through robust employee-giving campaigns, matching gifts and individual support of local nonprofits.



¹ Data reported by grantee organizations.



FINANCIAL WELLNESS

Bright futures begin with financial wellness

With our Financial Wellness grant strategy, we primarily focus on Financial Health and Workforce Development programs as they go hand-in-hand to drive financial security. Our grantees meet individuals where they are on their financial journeys – from financial literacy education to intensive one-on-one financial coaching, to skill building for career advancement.

In this section we highlight a select number of our grantees, and how they are reaching the important outcomes to create long-term impact.

Greensboro Housing Coalition staff welcome residents at a community homeownership event.

Financial health

In Financial Health, our grantee partners give individuals the knowledge, tools, and support they need to secure their financial stability, build assets, and plan for future goals and opportunities.

Financial literacy and skills

Learning and building financial knowledge ensures that individuals can make informed choices about their money. Through our grantees' programs, individuals gain an understanding of the core concepts of budgeting, saving and borrowing.

Through the Women to Work program, the **Women's Resource Center** provides a comprehensive approach to fostering economic success. Nearly 500 women received this training and financial education for effective budgeting, saving and planning skills, while accessing assistance to attain and retain stable employment.¹ In addition to financial support, Lincoln's Women Leadership Group volunteers regularly with the program.

The Financial Literacy for Successful Homeownership program at the **Greensboro Housing Coalition** focuses on providing clients living on low to moderate income the resources and guidance they need to make informed decisions. Housing Counselors offered each of their 250 clients an individually tailored approach to goal setting and budgeting.

"We are beyond grateful for the support given by Lincoln and their employee volunteers, who provide virtual mock interview experiences for our Women to Work classes. These simulated exercises provide participants with truthful feedback for their job search journeys. They have significantly helped many women to be successful in interviewing and obtaining employment."

Heather Schneck
 Women to Work Program Director, Women's Resource Center of Greensboro



Nearly **500** women received training¹

Women to Work participants gather for a financial skills class at the Women's Resource Center.



¹ Data provided by nonprofit grantee partner.



Clarifi coaches help clients set goals and create action steps to achieve them.

Financial stability

Achieving financial stability is demonstrated by the ability to meet daily needs. Instead of living paycheck to paycheck, a person can start building resilience with savings, and then progress to more ambitious goals, such as homeownership and building a retirement nest egg. These milestones mark a major status change in financial stress and outlooks.

Family Housing Advisory Services’

Own Your Future Program in Omaha works to eliminate poverty by helping more than 1,500 people annually to achieve housing stability and financial security. Services include housing case management, homebuyer education, foreclosure prevention, financial management, affordable lending and volunteer income tax assistance.

At **Clarifi’s** Financial Empowerment Center for Workforce in Philadelphia, coaches work one-on-one with nearly 500 individuals to address the unique barriers to financial stability.

Local Initiatives Support Corporation (LISC) and Atlanta’s Financial Opportunity Centers (FOCs)

use a tested model to connect nearly 900 individuals with low incomes to career coaching counseling, one-on-one financial coaching, and public benefits screenings. FOCs are located near trusted community partners to integrate and strengthen existing services. Lincoln also supports LISC Financial Opportunity Centers in Philadelphia, Boston, Hartford and Phoenix.

Workforce Development

Our partners in Workforce Development deliver programming that expands the skills and credentials to support long-term employment stability, develop career pathways in growing fields and obtain jobs.

Job-specific skills

With a focus on advanced training and certification, building job-specific skills and credentials in emerging industries allows individuals to advance in a robust career.

In Philadelphia, **Congreso de Latinos Unidos's** Building 21st Century Skills for Workplace Success provides clients with an array of training that supports economic self-sufficiency. In 2022, Congreso reported that 190 participants gained industry-recognized credentialing in various in-demand fields.¹

190

program participants gained industry-recognized credentialing¹

Blue Jacket Academy's Job Readiness and Employment Services program enrolled over 140 individuals in Fort Wayne, Indiana, with substantial barriers to employment into rigorous classroom training, career counseling and job placement, with the goal of economic opportunity and self-sufficiency.



Participants working towards their medical assistant certification through Congreso's Building 21st Century Skills Program.

¹ Data provided by nonprofit grantee partner.

Job attainment

Securing and maintaining long-term employment creates stability in both individual and household finances.

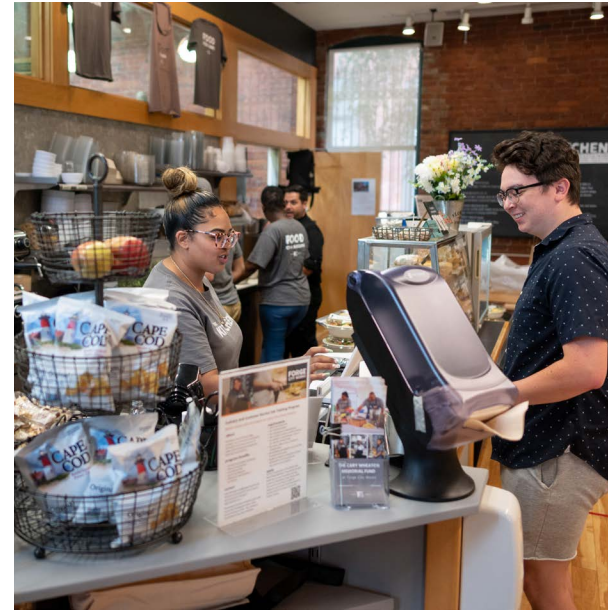
The West Philadelphia Skills Initiative (WPSI) is an employer-driven training program that collaborates with anchor employers to develop training and placement strategies for vacant or emerging positions. WPSI employers then hold positions for WPSI graduates, providing family-sustaining wages and opportunities for career growth.

In 2022, WPSI reported helping more than 200 individuals find employment with local industry leaders.

Forge City Works' Culinary and Customer Service Job Training in Hartford prepares individuals for careers in the hospitality industry, using on-the-job training and certifications while working in their on-site restaurant and kitchen.

StepUp Greensboro's clients overcome significant barriers to employment by working one-on-one with a job placement counselor in partnership with various regional employment partners. Participants gain insight and skills for effective communications, resume development and job retention. Over 90 clients participated in their job training program in 2022.

Right: Fire by Forge provides on-the-job culinary training and job opportunities for Forge City Works' participants.



Above: West Philadelphia Skills Initiative provides participants workforce training for placement success.



EDUCATION

Building strong educational foundations for bright futures

Through the Education grant strategy, we seek to help students build a strong financial future based on a solid educational foundation. Through age-appropriate programming, our grantees equip students to reach their greatest potential and find opportunities to pursue their dreams. Our partner organizations deliver high-quality programming with measurable outcomes in five key areas: Early Childhood Education, K-12 Student Achievement, Youth Development, Financial Literacy, College and Career Readiness.

Improved academic performance

To ensure that students are progressing on grade level, our grantees supplement classroom work with tutoring and mentoring. Academic performance is measured through pre- and post-testing and end-of-grade testing.

Boys & Girls Clubs of America delivers time-tested and results-driven programs that equip students ages 5–18 with the tools they need for success. The Clubs not only tutor in reading, math and science, but also provide homework assistance, healthy nutrition, physical activity, social and emotional learning and extended family support. Lincoln is pleased to support 10 Boys & Girls Clubs serving over 47,000 students across the nation.



Financial literacy skills

Teaching financial skills early and often prepares young people for a lifetime of good financial health. Our grantees in this area provide age-appropriate financial literacy education for students in kindergarten through 12th grade.

Junior Achievement (JA) teaches the valuable skills and core concepts of personal finance, including responsible spending, saving, planning, managing debt and setting financial goals. Through the capstone programs, JA Finance Park® and JA BizTown, students are assigned simulated financial situations that prepare them for critical life decisions, such as career choices, financial planning and managing credit.

Each year, nine Lincoln-funded JAs reach nearly **34,000** children and students.¹

¹ Data provided by nonprofit grantee partner.

College and career and readiness

Preparing for life after high school graduation is critical for continued achievement. Our grantees guide young people in their transition to college by helping with test preparation, college tours and financial aid applications. Career access programs provide career exploration, job skills training and on-the-job coaching for high-paying, in-demand careers.

Guilford Apprentice Partners (GAP) is a nationally recognized youth apprenticeship program. It partners with local, forward-thinking companies that have adopted apprenticeship as a vital way to fill valued, skilled positions and train the next generation of leaders. Students complete their training with work experience, industry credentialing, education and with no college debt. Over 200 Apprentices participated in GAP in 2022 and nine of them are employed at Lincoln in our IT department.

Lincoln employee apprentices and Lincoln staff at a recent recruiting event.

9 apprentices were employed at Lincoln in 2022





HUMAN SERVICES

Preventing long-term derailment from short-term crises

Our Human Services grant strategy focuses primarily on housing, homelessness and food insecurity. Our partners are always there to help individuals through crises by providing for their basic needs, and guiding them to overcome obstacles that could derail their progress.

Retention of current housing

The most effective way to reduce homelessness is to help people retain their current housing — avoiding the trauma of a shelter stay. Lincoln partners with 11 organizations that provide emergency rental assistance, landlord-tenant negotiations and home repairs, so that individuals and families at risk of homelessness can remain warm, safe and dry in their own spaces. In 2022, Lincoln’s partners reported housing stabilization for more than 17,000 individuals.



Temporary housing

To help those who have found themselves temporarily unhoused, Lincoln works closely with programs that provide shelter space, services to find and access housing, case management to overcome the reasons for homelessness and supportive housing for those with ongoing unique needs.

Mercy Housing and Shelter in Hartford, Connecticut, uses a Rapid Rehousing approach to end homelessness as quickly as possible. Rapid Rehousing uses targeted financial assistance and short term services like housing search and relocation, to return people to housing and stability. Mercy Housing and Shelter reported rehousing 200 people in 2022.



Ensuring people have access to food when they need it requires the compassionate work of organizations like Philabundance, MANNA and Lincoln volunteers.

Lincoln's partners reached more than
1M
 people in 2022



Access to food

Food insecurity is often the first indicator of instability in a person's life. A lack of daily access to nutritious food impacts the most vulnerable populations in all communities – urban and rural.

Through Lincoln's partnerships with Feeding America-affiliated food banks and their partner organizations, we can ensure a far-reaching distribution of food for people living on low income, those lacking access to fresh produce and protein, students with no access to food outside of school and seniors needing daily nutritional meals.

Each Lincoln location has a Feeding America-affiliated food bank, community pantry, backpack program for students, senior meal delivery program and a soup kitchen as part of a community food provider system. Through this holistic approach, Lincoln's partners reach more than 1 million people with prepared meals, pantry items, produce and protein to support their daily nutritional health. Other food access partners include:

MANNA: Lincoln partners with MANNA to increase access to meals for people with unique nutritional needs, who are living on low income, to overcome a health crisis. Our volunteers help prepare and package food for MANNA's daily delivery to over 4,000 Philadelphia residents.

Philabundance drives hunger from communities within the Philadelphia region in the short-term with a goal to end hunger for good. Lincoln provides funding to the Philabundance BackPack program to ensure regular access to food for more than 6,000 children when they are out of school.

Volunteering

Lincoln employees are passionate about supporting their communities, especially nonprofits and causes that are personally meaningful to them. In 2022, we enthusiastically returned to in-person volunteering to support the Lincoln Foundation’s focus areas of financial wellness, education and human services in many important ways.

Our impactful volunteer program encourages employees to donate their time and skills to lead, coordinate and promote volunteer opportunities, both in-person and virtually. Last year, Lincoln employees donated thousands of hours to hundreds of nonprofit organizations. Many of our Senior Leadership teams added a community involvement activity to their annual meetings.

In addition to team and group opportunities, Lincoln volunteers supported several events around the country with a focus on Community Engagement, Giving, and Campaigns. It’s a great way for us all to come together as a company, get to know each other better, and contribute toward a brighter future where we live and work.

In 2022, major events across the country included:

- Martin Luther King Day of Service
- Volunteer Week
- United Way Days of Caring
- Read Across America
- Annual Holiday Food Drive

Nearly
10,000
volunteer
hours

In 2022, over 3,000 volunteers donate approximately 10,000 volunteer hours to help uplift our communities.



Employee community engagement

We provide multiple ways for employees to invest in the success of their communities. This includes incentivizing employees for their volunteerism with corporate donations and encouraging financial support of local nonprofits through employee giving campaigns and our matching gift program.

LIVE (Lincoln Invests in Volunteer Experiences) grants are a vehicle for employees to track volunteer hours for direct contributions from Lincoln. In 2022, Lincoln employees supported dozens of nonprofit organizations with at least 50 hours of volunteerism in 17 states across the country.

“The LIVE program is a valuable employee benefit that provides me with a vote of confidence and an extra push to pursue the volunteer work that I enjoy.”

Suzanne F.

Lincoln Financial Group employee, and Literacy Volunteers of Central Connecticut (LVCC) Volunteer



Disaster Relief

We are proud to partner with **American Red Cross** and support relief efforts for U.S.-declared major disasters by donating funds, matching employee contributions or encouraging employee volunteerism.

“In the face of disasters, it’s the generosity of partners like Lincoln that ensure the Red Cross can mobilize comfort and care to people in their darkest hour. Lincoln is a shining example of employees willing to provide vital support to their neighbors, suffering from states away. Thank you to Lincoln for aiding communities devastated by Hurricane Ian. It will allow our critical services to help alleviate human suffering following this historic disaster.”

Steven Spinner

Chief Development Officer, American Red Cross



The annual challenge draws thousands of participants to help raise critical funds for autism research.



Special initiatives: Corporate giving

Beyond our formal portfolio grant program focused on financial wellness, human services and education, we support selected special initiatives committed to education, equity and access.

Eagles Autism Challenge: As a founding partner, Lincoln has supported and participated in the Eagles Autism Challenge to raise awareness campaigns and fund autism research programs across the country. Hundreds of Lincoln employees served as participants and volunteers in the event. Over \$20 million has been raised by the Eagles Autism Challenge since 2018.

UNCF Lincoln Scholars: In partnership with UNCF, Lincoln launched the UNCF Lincoln Scholars program. With a focus on HBCU students, this development program provides scholarships and support for successful transitions from college to career, imparting foundational knowledge and skills to support their journey to financial success.

Giving

Matching Gifts program: Lincoln provides a dollar-for-dollar match on personal gifts made by eligible employees. In 2022, we matched over \$1 million in donations to nonprofit organizations in 49 states and Washington, D.C.

Campaigns

United Way Enterprise Campaign: In 2022, we created an inspiring and engaging in-person and virtual enterprise giving campaign program for Lincoln employees. Senior leadership and passionate employee volunteers served as “executive champions,” providing personal testimonials about why giving mattered to them. Together, we contributed more than \$1.5 million in 2022 through United Way direct service grants and the employee campaign.

Eagles EyeMobile: One in five children have vision problems. Lincoln supports the Eagles EyeMobile, which provides free vision screenings, eye exams and prescription glasses accessible to underinsured and uninsured children in the Greater Philadelphia area through Vision to Learn.

The HistoryMakers: This organization preserves and makes accessible the untold personal stories of both well-known and unsung African Americans. The HistoryMakers has a digital archive containing interviews, biographies and videos of more than 3,300 individuals and counting. As part of our 8 Actions, we continued our \$1 million pledge commitment.

ABFE (formerly known as the Association of Black Foundation Executives) and Hispanics in Philanthropy (HIP): Lincoln Financial Foundation engages with leading philanthropic organizations like ABFE and HIP to build upon skills and knowledge in equity-based, responsive grantmaking.

CHAPTER 2: EMPLOYEES

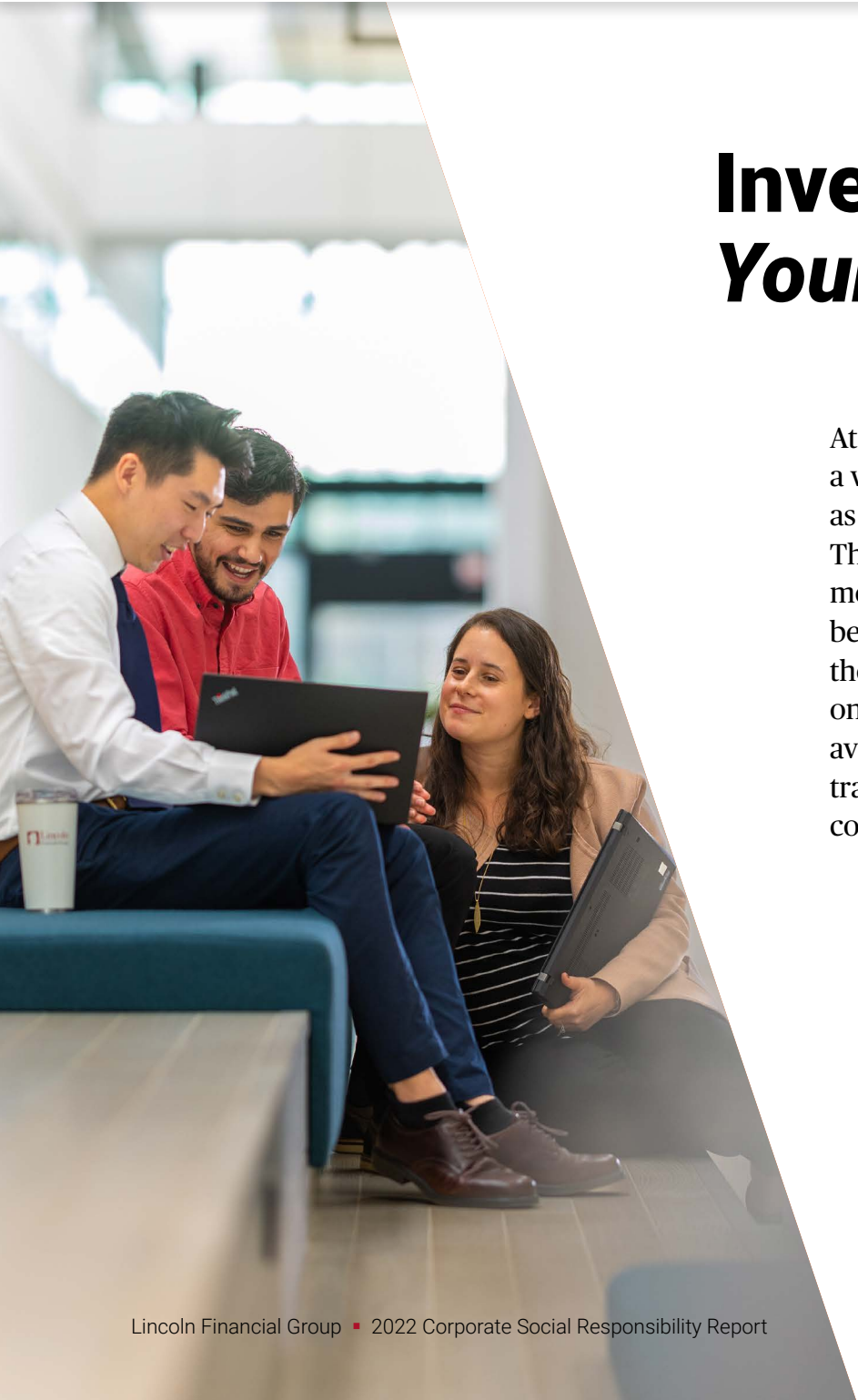
Elevating the Employee Experience

Creating an environment for mutual success

Since people are at the center of our business services, we continually seek ways to improve the employee experience. Our employees fuel our success, so we make sure that they feel valued every day.

In 2022, we continued to help our employees meet new challenges, seize new opportunities and create a better future together. Since each employee is unique, we reach out in multiple ways to capture their feedback. Those insights then inform our programs, practices and offerings and ensure our employees have what they need to keep delivering their best.





Investing in our employees: *Your Total Rewards*

At Lincoln, we are proud to offer a wide range of employee benefits as part of *Your Total Rewards*. These benefits support physical, mental, financial and social well-being. Each employee can access their Total Rewards statement online to see what benefits are available to them – as well as track their direct and indirect compensation.

A culture fueled by employee voices

Our vision is to make Lincoln THE place for employees to grow their careers while experiencing a supportive, rewarding, diverse and inclusive culture. This vision can only be accomplished with direct input from our employees. In 2022, we expanded our voice of the employee methodology to capture feedback during onboarding, exit interviews, and key moments in between. We gather input on topics important to employee engagement, such as the Future of Work, growth and development, compensation and culture. And our enterprise employee engagement survey sets our strategy for enterprise people initiatives.



ShoutOUT

ShoutOut was one signature effort borne out of employee feedback. With continued virtual working, more and more employees were feeling their contributions were invisible, leading to potential risks to retention and engagement. We recognized the need for an enterprise-wide recognition program to reinforce the current and emerging culture by emphasizing Leadership Expectations and new behaviors and mindsets, as well as drive increases in engagement and retention.

Preliminary data indicates a positive correlation between recognition and retention. Employees rave about ShoutOut. It gives them points to purchase merchandise, gift cards or support charitable giving.

In just seven months in 2022, we had nearly 43,000 recognition moments come through the platform. A Lincoln employee is recognized every six minutes.

“I LOVE the new ShoutOut program...Hearing you are doing a good job is the single most important thing LFG can do to support and encourage their employees.”

**ShoutOut
Program
Employee
Participant**

Get CAREER FIT was a second program generated from employee feedback that pointed to a strong desire for more clarity around career opportunities, growth and development. Read more about this program on [page 29](#).

Thanks to these new initiatives and other continued efforts, we saw significant improvement in employee perceptions of their growth and development in our **2022 Employee Engagement** survey results.

Employees were significantly more likely to agree that they:

- Have job opportunities available to them (+6 points),
- Have equal opportunities for advancement (+5 points), and
- Know how to advance their careers (+5 points).

Furthermore, the survey showed that Lincoln outperforms external benchmarks in these areas.



To reinforce Lincoln’s unique culture driven by strong relationships, in 2022 we rolled out the **5Cs Framework** – intentionally designed moments for Collaboration, Creativity, Celebration and Connection – in service of protecting our unique Culture as we navigated the future of in-person, remote and hybrid working.

Lincoln recognizes that not all employees are the same. The traditional approach of looking at people according to their job level or function was not serving us well for meeting people’s unique needs. That is why we launched our listening initiative to define Lincoln’s employee personas of the future based on motivations, values and needs. This work will help us to better design and deliver cultural and developmental experiences that meet the unique needs of different employees going forward.



LEARNING & DEVELOPMENT

Cultivating growth through personalized development plans

We want employees to grow their skills and careers at Lincoln. Back in 2021, we executed a robust learning needs analysis and combined those findings with other employee input to prioritize what was most important to our employees. Our findings influenced the creation of a new program – **Get CAREER FIT** – a five-week, self-paced boot camp that guides employees to customize their own development plan and prepare for conversations with their managers. The boot camp also included virtual, instructor-led trainings for our people leaders on conducting effective development planning conversations. Get CAREER FIT leader training helped to improve scores for manager effectiveness year-over-year as recorded in the 2022 engagement survey. This is evidence that our focus on developing leaders is working.

Each year, employees collaborate on an individual development plan with their managers guided by the Lincoln Financial Career Framework. With their goals in mind, employees at every level of the company can access hundreds of unique development programs, instructor-led courses and on-demand eLearning options. Our research has helped us determine that we need to deliver just-in-time training, in bite-sized increments, to fit into busy schedules.

Lincoln was recognized with the WayUp Top 100 Internship Programs award for one of our Early Career Talent Programs. In 2022 we experienced the largest cohort of interns ever, who received multiple summer internship opportunities to cultivate critical skills in STEM fields and participate in career development programming. Read more on [page 36](#) in the Diversity, Equity and Inclusion section of this Report.





Developing effective leaders

At Lincoln, we recognize the importance of having highly effective people leaders. By teaching the fundamentals of management styles, we ensure our leaders – and their teams – can be successful.

As we adopt a hybrid working model, leaders need to adapt their skills and accountability expectations to create an engaging experience wherever an employee works. We need our leaders to be authentic, inclusive and empathetic, but also able to manage performance remotely.

The **Leadership Lab** is Lincoln's award-winning, six-week developmental experience for all managers up to the Vice President level. At the end of 2022, 35% of our eligible leaders completed this highly interactive and dynamic training that helps leaders ground their management approach in hybrid leadership, ethics, compliance, and DEI. Participants solve real-world problems through a blended learning approach that includes virtual simulations. Managers more effectively grow their teams and contribute to company-wide and business-specific goals. All participants who completed the program in 2022 reported they applied what they learned in this course.





EMPLOYEE WELL-BEING

Our commitment to supporting healthy, satisfying lives

“Lincoln is an organization that provides tools and resources to help our employees manage their lives each and every day. Being able to assist our employees with their emotional, social, physical and financial well-being helps differentiate us as a company and ensures our employees can balance the demands of work and everyday life.”

Jonmichael Daly

Senior Vice President,
Total Rewards,
Human Resources
Operations & Systems

It is our mission to provide resources that help improve the quality of life for employees and their families. We invest in a broad range of health and well-being programs, which include physical, emotional, social and financial support for employees. This involves understanding the current needs and anticipating how we can elevate employee well-being in the future.

Employees can view available benefits on the **Benefits Portal** and have access to their own **Benefit Pro**. These highly trained healthcare experts help employees navigate their Lincoln benefits, no matter how simple or complex the issue. Our “Binge-worthy Benefits” videos, created in 2022, further help to spread the word about Lincoln’s health and well-being benefits.

We continue to see high engagement and participation in the well-being programs from enterprise-wide health challenges to virtual webinars that cover a variety of health topics. About 64% of employees are enrolled in the wellness platform and of those, 60% were engaged monthly, far surpassing industry benchmarks.¹

Lincoln Financial Group was recognized with the *Philadelphia Business Journal* Healthiest Employer 2022 Award in the extra-large company category, based on the wellness program’s culture and leadership commitment, foundational components, strategic planning, communication and marketing, programming and interventions, and reporting/analysis.

¹ Virgin Pulse 2022 Annual Business Review Report.

Physical well-being

Our comprehensive health and well-being benefits include a medical plan with domestic partner eligibility, a health savings account with a company contribution and a healthcare flexible spending account. Benefit plans cover in-network preventive care and a broad range of other benefits. We continued to offer a wellness discount of \$50/month, which reduces the cost of medical premiums for employees who enroll in a Lincoln medical plan and record enough healthy activities each quarter.

Here at Lincoln, we know achieving and maintaining a healthy weight is not a linear process. What might work for one person may not work for someone else. That is why we are pleased to offer several resources, programs and medical treatment options to support an employee's personal weight management plan. In 2022, we added FDA-approved weight loss drugs to Lincoln's prescription drug plan for qualifying employees. To facilitate use of these benefits, we created a "Weight Management Resources" page on our intranet.



In 2022, Lincoln shared a series of tremendous success stories called "Put Me In, Coach" from employees who have worked with a health coach to address a range of issues.

Lincoln supports employees on the journey from fertility, pregnancy, new baby care, return to work assistance to parenting resources covering up to age 17. In 2022, the **Ovia Health program** was expanded to include resources to help employees understand and effectively manage menopause with confidence.

Other health benefits included the return of onsite flu shots in three of Lincoln's key offices this year, and distribution of vouchers to all employees for no-cost flu shots at participating pharmacies.

Emotional well-being

Lincoln recognizes the importance of mental health year-round with emotional well-being resources and programs. We are committed to supporting our employees in all their life moments from everyday hardships to times of crisis. Our tools and programs range from on-demand digital support to health coaches and counselors.

In 2022, we expanded the annual stress management campaign with an interactive stress buster bracket. This provided a fun way to learn about and vote for employees' favorite healthy ways to manage stress. The campaign also offered double wellness incentive points for using **RethinkCare**, a digital mindfulness and meditation app, which resulted in an uptick of utilization.





Healthy at home

Both live and recorded virtual well-being webinars were offered throughout 2022 to support multiple pillars of well-being. Webinar topics included: Resilience; Healthy Eating and Diabetes; Caregiving: Putting You into the Care Equation; Fighting the Stigma of Mental Illness; Back Health; Stress Less, Sleep Better; Stress Management and Simplify Your Life.

In addition to these webinars, employees were able to participate virtually in two enterprise-wide wellness challenges. Each challenge gave employees an opportunity to get active and start a little healthy competition with colleagues.

Social well-being

Lincoln wants to ensure our employees are supported both at work and at home, so our Employee Assistance Program (EAP) covers a range of services. Our paid time off policy, flexible working schedules, working from home and hybrid work arrangements all promote a healthy work-life balance. We also offer 10 weeks of paid parental leave beyond the legally required minimum and provide an adoption assistance program.

Through Aetna Resources for Living, our EAP program, employees can get help locating childcare facilities, and Lincoln offers a Dependent Care Flexible Spending Account to assist employees in paying for child or other dependent care services on a pretax basis. Caregivers have access to On-Demand Tutoring, a partnership with Tutor.com that provides students with one-on-one homework help at no cost.

We are also working on implementing a back-up care benefit. This is center-based or in-home back-up care for children and adults of all ages when regular care arrangements fall through (or are not available) or a new need arises suddenly.

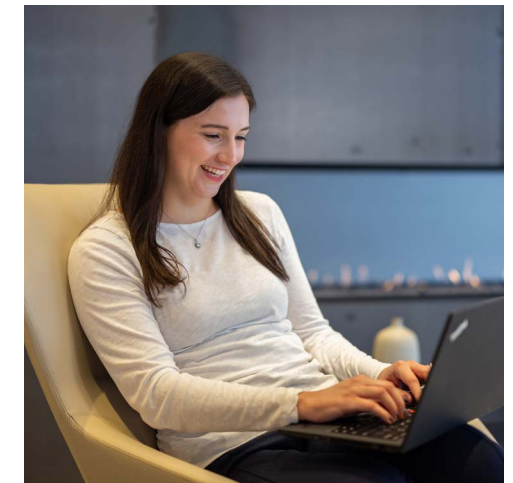
Financial well-being

We provide resources for employees' financial resilience, including personalized one-on-one guidance from Lincoln retirement consultants, a savings account program, accident and critical illness insurance, short- and long-term disability plans, and company-provided life insurance.

All eligible employees receive a core employer contribution equal to 4% of eligible pay to their 401(k) plan annually, regardless of plan participation. Employees who choose to contribute a portion of their earnings towards their 401(k) receive a 100% match from Lincoln up to 6% of earnings. This means, if an employee is contributing at least 6% of eligible earnings, Lincoln is making a matching contribution of 6% PLUS the 4% core contribution – providing for an amount of at least 16% towards their retirement goals.

In 2022, our 401(k) plans added an investment solution that will provide participants with a guaranteed income stream at retirement, helping to reduce the risk of market volatility.

Our financial well-being offering, **Ayco Personal Financial Management**, is empowering employees to manage the financial impacts of market volatility and develop the financial acumen to live a financially sound life. Employees receive one-on-one financial coaching and robust digital tools to learn effective ways of saving money, paying down debt and planning for major life changes. In addition, Ayco hosts three financial wellness webinars per year on topics such as estate planning, tax planning, home buying and budgeting your way to financial wellness. Financial wellness webinars are available at no cost to employees.





DIVERSITY, EQUITY & INCLUSION

A long-standing commitment to diversity, equity and inclusion

At Lincoln, our commitment to diversity, equity and inclusion (DEI) is nothing new. We have long recognized the importance, impact and benefits of diversity; and to formally back that up, we hired our first Chief Diversity Officer back in 2009. Over time, the DEI function has expanded to meet Lincoln's increasing business needs and drive real change – building DEI practices by design, not default.

We help to transform the behavior and mindset of teams, individuals, and leaders.



The executives pictured are six of Lincoln Financial's most senior Black executives. This group, along with their peers and our CEO are LFG leaders committed to seeing this measurable change.

Leadership accountability: Actions & Progress

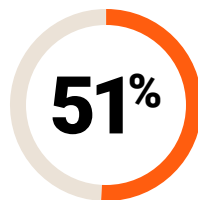
In 2020, we expanded our commitment and enterprise-wide DEI strategy and put actions in place to more specifically address racial justice and equity. These 8 Actions are designed to ensure long-term, sustainable outcomes focused on our business and talent practices, leadership accountability and compensation approach, and further support for our communities.

To ensure accountability within existing practices, for the second year we included a standing DEI metric in our executive leadership long-term incentive compensation plan to increase minority leadership. Additionally, in 2022 we introduced an annual performance goal for the next level of leaders to grow the pre-officer minority talent pipeline. We want to see all employees reflected in the leadership of our organization. With our increased focus on specific recruiting, development and retention measures, we are on a path toward that vision. We have a goal to increase minority leadership by 50% over three years with a focus on the Black Officer population, and we are on track to meet this goal by the end of 2023.

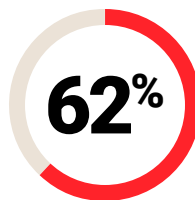
This achievement is due to our dedicated diversity recruiters, updated search practices and the executive "Balanced Slate" policy, in addition to leadership development, mentoring and career development programs targeting minority talent. We specifically assessed existing talent programs to ensure that diversity of people, content and practices were equitable and represented in a meaningful way. As with everything we do, it takes a team of people to influence this change. For more details on our population, see the [Human Capital Report](#), which includes our EEO-1 Report.

Our executive commitment is reinforced by our DEI Council, an internal body of nominated leaders who represent a cross-section of business functions and key cities throughout the organization. The council provides oversight and direction for Lincoln's DEI strategy, sets company-wide DEI priorities, commissions action teams to support DEI needs, and supports enterprise accountability to ensure results are properly shared and achieved.

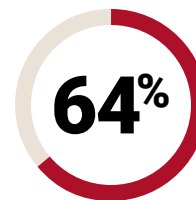
In 2022:



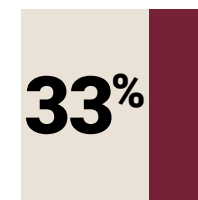
of external hires were minority



of our Board of Directors identify as a woman or a minority



of our workforce are women



increase in mid-career level minority hires

A focus on talent: Recruiting, career development and employee engagement

Our talent strategy includes increasing diverse representation at early, mid-career and executive/officer levels.

We focus on recruiting, developing, and retaining our employees and empowering career growth. We have strong relationships with leading professional organizations, such as the Association for Wholesaling Diversity, Organization of Latino Actuaries, Minority Corporate Counsel Association, Women in Investing Network, Sexuality and Gender Alliance of Actuaries, Human Rights Campaign, and Association of Latino Professionals for America.

In 2022 we launched a new Accounting Professional Development Series with the National Association of Black Accountants and continued the Actuarial Professional Development Series in partnership with the International Association of Black Actuaries.

Investing in students: Corporate readiness

Our dedicated diversity-focused recruiters continue to increase our brand awareness and deepen connections with professional organizations, such as **Management Leadership for Tomorrow** and with **Historically Black Colleges and Universities (HCBUs)**, as we seek high-performing students and recent graduates for internship and accelerated career development programs. Every year we increase diverse representation among our interns and new graduates, and in 2022 we welcomed our most diverse cohort to date.

In fall of 2022, we launched HBCU Day with **Morgan State University**. Sales, Investments, and IT leaders hosted the next generation of talent interested in finance, investments, sales, marketing, and computer science. In the weeks prior, our sales organization hosted a professional development program for students in MSU's Business School, culminating in a presentation competition in which four students received internship offers to join our summer program.



Lincoln Financial recently welcomed students from Howard University in Washington, DC, for "A Day with Lincoln at the Linc" to learn more about opportunities in financial services and professional development.

Lincoln Financial Distributors is a founding member of the **Coalition for Equity in Wholesaling** committed to creating a wholesaling workforce that better reflects America and making real impact to combat inequity. With 19 member firms and eight partner organizations, the coalition reached over 230 students at six HCBUs through signature programming: The Power of Wholesaling and Sales Leadership Speaker Series.

We expanded the **Lincoln Accelerating Business Leadership Experiences (LincABLE)** program, a paid internship created through a partnership between Lincoln and the Urban League of Philadelphia. Black high school seniors from the Science Leadership Academy in Philadelphia participated in mentorship, financial education and career development.



Investing in our employees

Engagement in meaningful career development opportunities strengthens our internal talent pipeline and helps connect employees across the enterprise. In support of our actions to address racial justice and equity, we continued existing programs and launched new ones in 2022:

Leaders in Motion, which we first introduced in 2021, is a five-month virtual program to further build leadership skills of our minority officers (Assistant Vice President and Vice President level). Participants develop and strengthen relationships and networks and build competencies crucial to solving business issues.

Let's Link!, a 12-month one-on-one mentoring program, focuses on officers building long-term relationships with senior leaders and includes an innovative technology solution that provides nonbiased matching. We believe authentic connections and meaningful conversations will result in greater retention of our minority talent with purposeful, accelerated development.

Business Career Insight Sessions allowed officer and mid-career level employees to gain exposure to senior leaders across the enterprise, while increasing organizational cross-function business understanding. Sessions offered a peek into a senior leader's career journey, enabling participants to gain knowledge of other business areas and functions, understand associated skills for success and receive practical advice for career navigation.

Recruiter Career Connections matches high-performing mid-career minority employees with internal recruiters to discuss career aspirations, strengths, and interests.

Employee-led groups

Another vital way our DEI strategy comes to life is through our employee-led Business Resource Groups and Multicultural Awareness Committees. Employees devote their time as DEI champions internally and externally and are directly connected to the enterprise DEI team and business leaders for strategic guidance and support.

Multicultural Awareness Committees

Lincoln Multicultural Awareness Committees promote cultural awareness to foster an inclusive workplace environment. By leveraging creative ideas of their members, they provide informative programming to recognize diverse backgrounds, cultures, viewpoints, and lifestyles in celebration of heritage and presidential proclamation months.

Business Resource Groups

Lincoln has seven Business Resource Groups (BRGs) designed to support Lincoln's DEI strategy and business objectives by identifying opportunities to enhance workplace engagement, our brand and market presence, and community reputation. Each BRG is focused on supporting members of their respective communities and represents a cross section of businesses and functions throughout the organization, helping drive our inclusive culture.

All employees can join any of our seven BRGs:

- African American
- Asian American
- Latino
- LGBTQ+
- People with Disabilities
- Veterans
- Women



African American
Business Resource Group



Asian American
Business Resource Group



Latino
Business Resource Group



LGBTQ+
Business Resource Group



People with Disabilities
Business Resource Group



Veterans
Business Resource Group

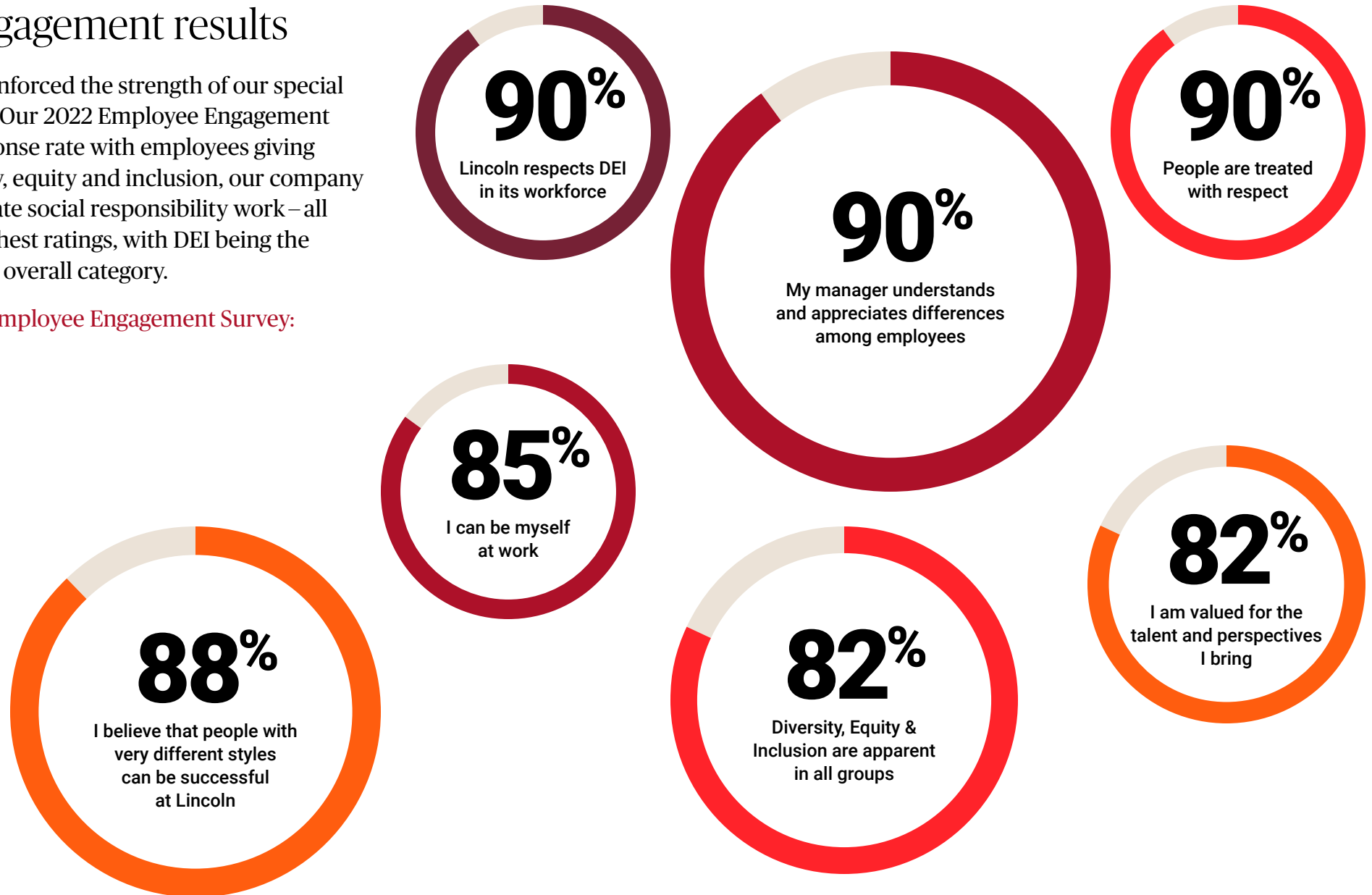


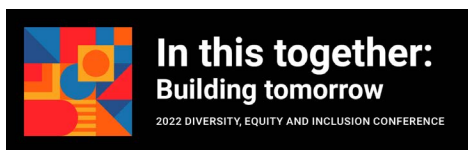
Women
Business Resource Group

Employee engagement results

Employee feedback reinforced the strength of our special #TeamLincoln culture. Our 2022 Employee Engagement Survey had a 94% response rate with employees giving high ratings to diversity, equity and inclusion, our company reputation and corporate social responsibility work – all were in the top five highest ratings, with DEI being the second-highest scoring overall category.

Highlights from 2022 Employee Engagement Survey:





DEI Learning & Awareness

Throughout the year, all employees have a variety of ways to engage, expand their perspectives and better understand our commitment to DEI. From formal DEI training to employee-led educational activities such as Pride Month learning on Transgender Inclusion, to Juneteenth celebrations and BRG Signature Events, including conversations with members of the LNC Board of Directors, and People with Disabilities, every offering is an opportunity for our employees to learn.

In the fall of 2022, we held Lincoln’s first-ever, all-employee **Diversity, Equity and Inclusion Conference**, “In This Together: Building Tomorrow.” Over three days, attendees heard from our President and CEO, Chief Diversity Officer, members of the DEI team, an incredible panel of external keynote speakers and senior leaders at Lincoln. Our employee groups also delivered meaningful content through breakout sessions.

The conference received positive feedback from employees across the company (4.5 out of 5 rating) including the following feedback:

“This was an amazing event. I am humbled to work for Lincoln. Thank you for taking DEI to the next level and providing space and time for every employee to participate and evolve.”

“The conference was thought-provoking, motivating, moving, emotional at times — just seriously an all-around stellar platform to elevate the conversation and company-wide commitment to DEI.”



Business and community impact

At Lincoln, we recognize our collective responsibility to drive DEI beyond our organization. Our Marketplace and Community Diversity leader elevates our external brand recognition and business impact, and partners with business leaders to engage and invest in opportunities to expand our reach.

With a focus on expanding financial wellness education, Lincoln was a 2022 sponsor of the **Black Wealth Summit**, which seeks to close the racial wealth gap by educating Black families on financial wellness and wealth-building. The summit hosted over 2,000 in-person and virtual attendees and focused on inspiring and educating the Black community in all areas of financial education. We also sponsored the 16th annual **Conference of African American Financial Professionals**, the largest gathering of Black and African American financial services leaders, visionaries, and trailblazers pursuing equity, innovation, and generational impact.

Every business and corporate function across Lincoln has established a **Diversity Action Team (DAT)** made up of employees who develop specific action plans with objectives aligned to our DEI strategy and the priorities of their leadership teams. DATs also promote learning and awareness, and champion the programming offered by enterprise employee groups to further engage their colleagues in DEI initiatives. Employees and leaders across the enterprise drive unique and innovative programs, partnerships and investments that expand our marketplace and community impact.

Here are just a few highlights from 2022:

Lincoln Financial Network announced a partnership between our African American Financial Professionals Network (AAFPN) and Changing How Individuals Prosper (CHIP) Professionals.

As the first corporate sponsor of CHIP, our goal was to better provide access and opportunity to Black and Latino financial professionals to match with consumers via CHIP's innovative digital platform. To further inform financial professionals of our strategy and initiatives, we introduced the Diversity, Equity and Inclusion newsletter with a distribution of over 9,000 LFN financial professionals.

Lincoln's Legal department is recognized as a leader by Diversity Lab with the achievement of Mansfield Rule, Legal Department Edition (MRLD) Certification.

In 2022, the Legal Diversity Action Team partnered with a law firm committed to advancing DEI and hosted the second annual Diversity in Action Continuing Education Conference – an innovative approach to advance DEI with relevant topics and to highlight historically underrepresented talent within Lincoln and our partner firm.

IT and Enterprise Services is investing in the future of STEM through the inaugural Stacy Brown Memorial IT Scholarship in partnership with Omega Psi Phi Fraternity, Inc.

In honor of our late colleague, community leader and fraternity brother, the annual scholarship recognizes achievements of Black students who plan to pursue an education in computer science, information technology, data science, cybersecurity, software engineering or a related technical field. Last year, Lincoln's IT team brought CodeLinc, our 24-hour student hackathon, to Morgan State University where students had the opportunity to showcase their coding and programming skills under the guidance of Lincoln's veteran developers and volunteers who helped make the weekend a success.

Lincoln's Investments, Risk & Sustainability team continues to focus on impactful investing in our communities.

We are a founding partner of **360 Community Capital**, a nonprofit investment partnership with the American Council of Life Insurers. Designed to be a force multiplier, the goal is to bring capital from the life insurance sector to affordable housing in underserved communities.

We were an initial investor in the **BlackRock Impact Opportunities Fund**, which targets \$1 billion to communities of color across the country.

We announced a minority managed mutual fund in partnership with **Channing Capital Management** to help close the racial wealth gap through purpose-driven investments.



A letter from the Chief Sustainability Officer

Corporate Sustainability pursuits, in all forms, have been anchored into Lincoln's strategy for more than a decade. Today, our conviction in our dual mission of helping Americans attain financial security while doing our part to make a positive impact for people and the planet is stronger than ever. We reinforce this commitment through our Environmental, Social and Governance (ESG) vision that aligns with our enterprise purpose: To boldly pursue a more financially secure, prosperous, equitable and sustainable future for every American. Every day, we are moving closer toward this vision by focusing on areas where we can create meaningful and measurable impact, demonstrating our commitment to integrating responsible business practices across the enterprise and holding ourselves accountable to being more than just a business.

We believe purpose and profit go hand in hand and that one of the most meaningful ways we advance our ESG vision is through responsible investments that accelerate positive change for people and the planet. As of December 2022, we invested \$3.6 billion of our general account in green bonds, renewable energy, affordable housing initiatives and other strategies aligned with Lincoln's long-term investment objectives and sustainability goals.

This year, we became a proud member of the United Nations-supported Principles for Responsible Investments (UN PRI), pledging to incorporate the UN PRI's six principles for responsible investment into our investment and management practices to foster a more sustainable global economy.

Within our corporate operations, we've continued to make progress this year to reduce Lincoln's Greenhouse Gas (GHG) emissions to stay in line with the Paris Agreement and remain on track to meet our reduction targets. This report and additional disclosures can be found in our new ESG Data Center, making it easier for stakeholders and investors to access relevant data.

Throughout the Environmental, Responsible Business and Governance sections of Lincoln's Corporate Social Responsibility report, you'll discover how we foster true integration of ESG efforts across the enterprise — from the solutions we offer, our risk management practices, our approach to responsible investing, our governance practices and more. Our sustainability journey continues, as does our purpose of providing financial security to all Americans.

Thank you,

Amber Williams

CHAPTER 3: ENVIRONMENT

Preserving Our Planet

Lincoln is committed to preserving our planet and minimizing our environmental impact by focusing our efforts on investing in cleaner energy and reducing waste.

We understand that every company and person plays a role in protecting our environment. We are all in this together to work not only to mitigate risk, but also embrace the opportunities of a climate-smart and environmentally responsible world. We are also united in making changes that will help preserve natural resources and have a lasting impact on our work and our communities.



Our environmental goals and policy

Our goal is to reduce our emissions by 25% by 2025 compared to our 2019 baseline year, and we are proud to say that we are on target to reach that goal.

Calculating those emissions is a complex, ongoing process. We continuously work to improve the quality and scope of our reporting. In 2022, we hit our targets on Scope 1 and Scope 2 emissions, and we made significant progress on expanding our Scope 3 emissions reporting and calculations on categories with readily available emissions data.

We understand that lowering our emissions is the right thing to do and we updated the language in our Environmental Policy to reflect this. Our Environmental Policy reflects our views and formalizes our commitment and strategies that will help us move forward in an environmentally friendly way.

Additionally, as outlined in our supplier code of conduct, we encourage our suppliers to pursue energy efficiency; reduce waste; measure and disclose GHG emissions; report to CDP; publish CSR, ESG or similar sustainability reports; and develop climate targets.

Our environmental performance

In 2022, we welcomed our employees back to the office, mostly in a hybrid work model. As expected, year-over-year emissions increased as travel picked back up and office spaces became occupied once again. Even so, we made continual progress toward our environmental goals, staying below pre-pandemic levels, and reaching our targets on Scope 1 and Scope 2 emissions.

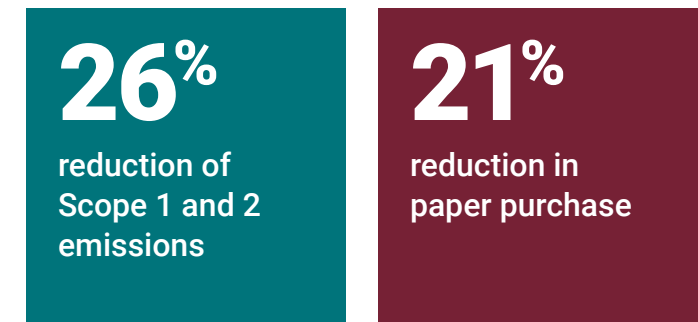
Greenhouse gas reduction goals

Reducing our GHG emissions is a priority in our carbon-constrained world. By reducing them, we are taking action to mitigate the devastating effects of climate change, already leading to more frequent and volatile natural disasters and harmfully impacting our communities. Lincoln remains committed to reducing our environmental impact in line with evolving best practices and scientific frameworks.

Lincoln recognizes the importance of regularly evaluating ESG factors that may affect our business, as described in Chapter 4. Our environmental efforts are overseen by our Chief Sustainability Officer (CSO) and the Governance Committee of our Board of Directors. To boost the impact of our environmental and sustainability strategies, our CSO compensation is linked to greenhouse gas emissions and carbon footprint reduction performance. See Chapter 4 for more information.

In 2020, we set our greenhouse gas reduction target to reduce Scope 1 and 2 emissions by 25% from a 2019 baseline by 2025. Our target aligns with the Science-Based Targets Initiative (SBTi) methodology for reducing direct emissions and is consistent with the Paris Agreement's goal to limit global temperatures from rising more than 1.5 degrees Celsius compared to pre-industrial levels.

Our progress on our environmental commitments reflects the effectiveness of our actions, as follows:



To reduce waste our Marketing team has implemented a digital-first model, encouraging business lines to use digital versions as new materials are created or updated.

Disclosure and verification

We publicly report our carbon emissions management efforts and performance annually through CDP, a nonprofit organization that runs a global disclosure system. We obtain independent third-party verification of our greenhouse gas emissions data.

Our most up-to-date environmental data, CDP submission and Assurance Statement are available on our [ESG Data Center](#).

As standards and consistency are developed across the industry, more reporting categories have opened up to allow us to expand our Scope 3 source categories to include purchased goods and services, and capital goods.

Employees take action

Our employees are dedicated to a healthy planet and giving back to the community, including participating in the #EarthDayatHome challenge.

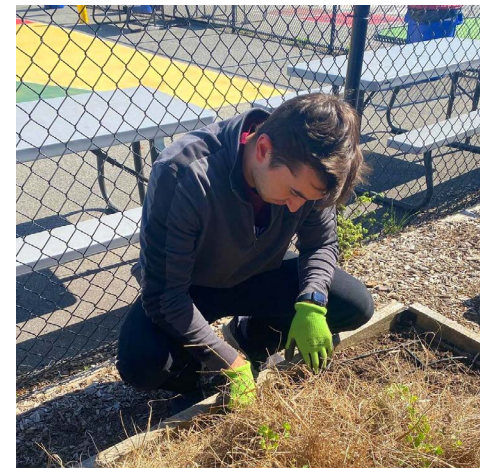
In celebration of the 50th anniversary of Earth Day, employees committed to changing their daily actions to contribute toward a healthy planet, then submitted photos of earth-preserving activities they did to support the pledge.

Employee pledges included neighborhood clean-ups, starting compost bins, and even installing geothermal heating and cooling systems in homes.

In addition to the work we are doing to improve our carbon footprint, for every pledge made, the Lincoln Financial Foundation gave a grant to the Arbor Day Foundation in celebration of their 150th anniversary to plant Douglas fir and red cedar trees in the Archie Creek Forest in Oregon to help with fire rehabilitation, watershed restoration and wildlife habitat improvement. This grant supported the planting of 5,000 trees, showing employees how individual actions make a big impact on our environment.

Our employees are committed to protecting the environment by doing their part daily. This means being proactive in conserving natural resources, promoting sustainability, practicing recycling where available and conserving paper by limiting printing. Lincoln's Events environmental team has found ways to make a difference during offsite corporate events, such as large meetings in hotel conference rooms or trade shows. Steps our employees have taken include:

- Minimizing printing by using mobile apps to share important information,
- In-app education to help attendees reduce their carbon footprint,
- Striving for accurate food and beverage counts to reduce food waste,
- Examining ways to donate and recycle items left behind to avoid landfills, and
- Asking hotels to make recycling stations more recognizable.



Each year Lincoln employees coordinate and participate in a variety of earth-preserving activities across our locations.

2022 environmental data performance

We measure and manage our environmental performance for several reasons:

- To strengthen our business
- To make our business more climate-resilient
- To benefit our communities
- To meet the expectations of our stakeholders.

We understand the value of transparency and the importance of reporting our progress each year. In 2022, we remained on target despite some increases in our emissions.

We saw a slight increase in our Scope 1 emissions in 2022, largely due to business travel in owned or operated mobile sources. Our Scope 2 emissions continue to decrease to levels below 2020 levels. Our Scope 3 reporting increased and that ability, coupled with increased business travel, has driven up our emissions reported in this area. These numbers are valuable in that they show where we have been and where we can focus our efforts to get the result we are aiming for.

GHG emissions by scope (tonnes CO2e) market-based

	2017	2018	2019	2020	2021	2022
Scope 1	2,931	2,905	3,173	1,750	1,911	3,478
Scope 2	10,900	9,901	8,919	7,301	6,779	5,465
Scope 3*	26,076	28,897	28,089	14,483	18,077	98,773
Total	39,907	41,703	40,181	23,534	26,767	107,716

Energy usage (MWh)

	2017	2018	2019	2020	2021	2022
Chilled water	2,000	2,114	1,978	1,568	1,955	466
Mobile	6,767	5,274	5,720	2,616	4,158	9,747
Stationary	13,735	17,148	18,715	14,548	13,128	14,025
Electricity	57,940	56,588	54,519	45,029	40,204	39,956
Total	80,442	81,124	80,932	63,761	59,445	64,193

Waste and recycling (U.S. tons)

	2017	2018	2019	2020	2021	2022
Waste	1,994	2,463	3,500	924	1,034	1,144
Recycling	832	1,033	769	537	225	249
Total	2,825	3,497	4,270	1,460	1,259	1,264

Note: All environmental data represents 100% of Lincoln's operations. Estimates were used where actual data was not available.

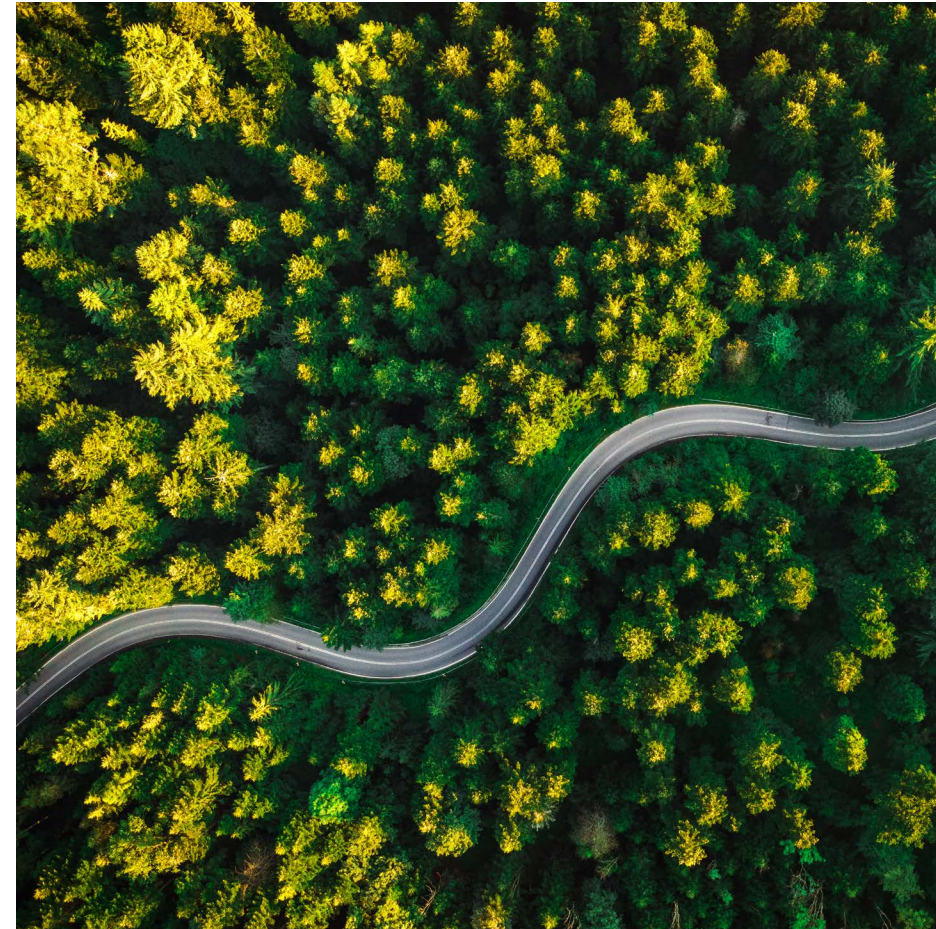
* Historically, for all years, Scope 3 included commercial and charter air travel, personal vehicle travel and upstream leased assets. Starting in 2018, data for rental car travel was added. In 2021, calculations for categories 1. Purchased goods (paper), 3. Fuel and energy-related activities, and 5. Waste. In 2022, we expanded category 1 to include all purchased goods and services, added category 2 of capital goods, and included rail travel. Please refer to Lincoln's CDP response and the ESG data center for additional reporting of Scope 3 details and water usage.

Expanding environmental footprint reporting

Lincoln's commitment to environmental disclosure within the financial and insurance sectors includes increased disclosure of Scope 3. As standards and consistency are developed across the industry, we have taken steps to expand some existing reporting and include additional categories in our Scope 3 disclosure.

We recognize that our largest environmental impact will come from our investment portfolios. Measuring Scope 3 emissions is a complex and extensive process. We are working with our partners and experts to identify methodologies and frameworks. Where these calculations are achievable, both with readily available data and credible estimates within our asset classes, we will work to disclose them.

As further Scope 3 data becomes available, it will be made public via our [ESG Data Center](#).



CHAPTER 4: RESPONSIBLE BUSINESS

Operating with Integrity

Over the last year, we maintained our focus on responsible business in these critical ways:

We remain committed to acting ethically across the organization.

We vigorously prepare for and manage environmental, social and governance (ESG) risks.

We deploy multiple methods to protect our customers' privacy and data security.

We continue to integrate ESG factors and climate risk into our investment decisions and portfolio monitoring across all asset classes.

Conducting our business responsibly – doing the right thing for our customers, investors, vendors and employees – is a bedrock principle at Lincoln.

Our approach rests on a foundation of robust policies, strong governance and our core value of integrity, which demands that every employee uphold the highest ethical standards in all that we do.

In 2022, Lincoln Financial Group formalized our enterprise-wide sustainability strategy, deepening our commitment to boldly pursue a more financially secure, prosperous, equitable, and sustainable future for every American. This strategy touches every business unit and allows us to have transparency with our customers, shareholders and employees.

Aligning with Lincoln's purpose to provide financial security to every American, we deliver on this vision through our multifaceted sustainability strategy through three pillars: impact, integration and governance. These pillars are built on Lincoln's core foundation of long-term capital stability and stewardship.

Our ethical approach

Steered by our ethical compass

Our origins, vision and values provide a shared expectation for how we help our customers secure better, more optimistic financial futures. Lincoln has been recognized by Ethisphere, a global leader in defining and advancing the standards of ethical business practices, as one of the 2022 World's Most Ethical Companies®. This recognition is a testament to our commitment to business integrity through best-in-class ethics, compliance, and governance practices.

The Be Lincoln Code of Conduct is the bedrock of our culture. It serves as a roadmap for ethical decision-making and behavior that helps us maintain the highest standards of integrity. All ethics and compliance policies, including the Code of Conduct, are reviewed and updated annually.

Code of Conduct and other ethics and compliance training

Our Enterprise Ethics & Compliance team provides mandatory training on the Code of Conduct to 100% of our employee base. The training covers key topics from the Code, which may include conflicts of interest, anti-corruption, anti-bribery, competition and antitrust. The team also provides other mandatory, role-based compliance training programs throughout the year focused on anti-money laundering and fraud prevention, privacy, insider trading and related topics.

Communicating expectations

Lincoln's annual ethics and compliance communication plan contains our strategy for continuously emphasizing our Code of Conduct and our expectations that employees and agents always behave in accordance with our values and principles.

Our internal social media channel "Oh Behave!" features stories spanning our entire ethics and compliance communications platform. We publish new information regularly throughout the year. Topics include fraud scams, identity theft, privacy updates, our Leading with Ethics video series, training announcements and more.

Also, on our intranet is a "Resources for Managers" section that includes a variety of Quick Conversation Guides to help managers talk with their employees about ethics and compliance topics. We encourage managers to discuss such topics as speaking up, anti-retaliation, compliance training and gifts and entertainment, among others.

Manager responsibilities

The Code of Conduct and training programs underscore the special responsibility of managers to set the right tone and demonstrate ethical behavior for their teams. Each topic addressed in our Code of Conduct has a section called “[Lead with Integrity](#),” which provides managers with clear expectations on the important responsibility they have for implementing our Code of Conduct.

Reporting ethical concerns

Our secure, confidential [Ethics Hotline](#) with live chat functionality allows employees and the public to report ethics, integrity and compliance issues 24 hours a day, seven days a week, anonymously and without fear of retaliation. In 2022, 38% of reports received via our Ethics Hotline were anonymous, which is considered a positive indicator as most reporters feel empowered to identify themselves when speaking up. Guidelines are maintained to ensure a timely response to reports and to ensure matters are promptly resolved.

The Audit Committee of the Board of Directors meets with the Chief Ethics & Compliance Officer multiple times each year and reviews quarterly reports on compliance matters reported through the Ethics Hotline and other channels. Together, they discuss the effectiveness of our Ethics and Compliance program, our culture and assess how we manage key risks and policies.

In the spirit of transparency and to encourage a “Speak Up” culture, in 2022 we continued disclosing statistics from our Ethics Hotline to employees including, when appropriate, the number and types of reports received and their outcomes.

Making policies accessible to employees

Every employee has access through our intranet to our Code of Conduct and all company policies, including the Lincoln Financial Conflict of Interest Policy, Political Contributions Policy, [Anti-Bribery and Anti-Corruption Policy](#), [Anti-Money Laundering Policy](#), and Human Resources-related policies. Our Code of Conduct and other relevant corporate governance documents are publicly available on the [Corporate Governance](#) section of our website.

Monitoring compliance

We regularly collect and analyze information regarding compliance with the [Code of Conduct](#) and our policies to ensure employees are adhering to internal guidelines. Compliance leaders meet regularly with senior management to review significant issues or trends relating to compliance with the Code of Conduct and our policies. This analysis informs whether we need to revise our processes and key controls, including policies and training.

Additional Codes of Conduct

Our expectations for ethical conduct and responsible business practices extend to our business partners. We have set forth those expectations in our two additional codes:

1. **Supplier Code of Conduct** for suppliers that provide us with goods and services, and
2. **Lincoln Financial Network Financial Professional Code of Conduct** for all registered representatives and investment advisers who sell our products in the marketplace.

These codes set forth expectations and basic principles related to those business relationships, such as governance, management systems and business ethics, supplier diversity and inclusion, labor, human rights and social responsibility, and environmental stewardship. To assess supplier risk, we also require suppliers to provide answers to a self-assessment questionnaire.

With respect to our Suppliers, Lincoln is committed to demonstrating the highest level of integrity and ethical standards and to operating in full compliance with all applicable laws, rules, and regulations in all facets of our business. Lincoln's proactive due diligence process assesses potential impacts and risks relating to human rights. Our Request for Proposals (RFPs) asks prospective suppliers to comply with Lincoln's Supplier Code of Conduct that establishes, among other requirements, human rights standards, including wages and benefits, forced labor, child labor, occupational safety, and freedom of association.

Lincoln encourages its suppliers to pursue energy efficiency; reduce waste; measure and disclose GHG emissions; report to the CDP; publish CSR, ESG or similar sustainability reports; develop climate targets and engage their own supply chain on climate issues. In 2022, Lincoln began incorporating ESG questions into Supplier Relationship Management (SRM) Plans to promote within its supply chain programs and practices designed to drive environmental sustainability and to reduce water use and greenhouse gas (GHG) emissions.

Lincoln leverages a third-party supplier risk management software solution that continuously monitors its supply chain for regulatory, legal, financial, operational and ESG risks.



Managing risk

A robust approach to risk

Enterprise risk management is central to our business processes.

We have a Corporate Enterprise Risk and Capital Committee, comprised of members of senior management and the Chief Risk Officer, that provides oversight of our enterprise-wide risk structure and our processes to identify, measure, monitor and manage significant risks, including capital markets, product and operational risk. The board exercises regular oversight of the overall risk management process, including reviews of operational, financial, legal and regulatory, cybersecurity, compensation, strategic, competitive and ESG risks.

Identifying and managing potential climate change risks

Through our risk assessment process, we have identified potential risks to business operations and profitability driven by physical climate change parameters, such as severe weather events. In our SEC filings, the results of certain weather-related catastrophic events typically associated with climate change are cited as a global risk factor that could potentially affect claim liabilities and the availability of reinsurance.

Climate change and other environmental and social impact risks are identified and assessed through the company's formal Risk and Control Self-Assessment process. In addition, an initial climate scenario analysis has been completed to assess Lincoln's risk from climate change. Integration of the [Task Force on Climate-Related Financial Disclosures](#) (TCFD) framework is under consideration, but no target date is set. We also publicly report on climate risks and opportunities through the CDP. See our CDP disclosure ([ESG Data Center](#)).

The Office of Corporate Sustainability oversees enterprise-wide integration of sustainability practices, along with climate change risk and opportunity assessment. The office routinely gathers and assesses information related to relevant business risks stemming from climate change that may impact the company. It is also responsible for the integration of enterprise-level processes for further evaluation of climate change risks and impacts on the business in general, including the management of environmental risks to physical assets.

Preparing for physical asset risks

Severe weather has the potential to impact Lincoln facilities directly. To mitigate the impact of such events, business continuity and disaster recovery plans are in place for critical business units. Risk assessments are also conducted at specific sites with greater exposure to natural risks, such as severe winter weather and tornadoes.

Preparing for transition risks

Transition risks arise due to the potential changes targeted to achieve a low carbon economy and can be categorized under policy changes, reputation impacts, shifts in market preferences, and emerging technologies. A common consideration is carbon pricing, although investment risks exist and depend on a corporation's ability to adapt its business models and operations. As outlined in the next section, we have taken steps to actively manage and monitor these investment risks, where appropriate.

Learn more about our risk management:

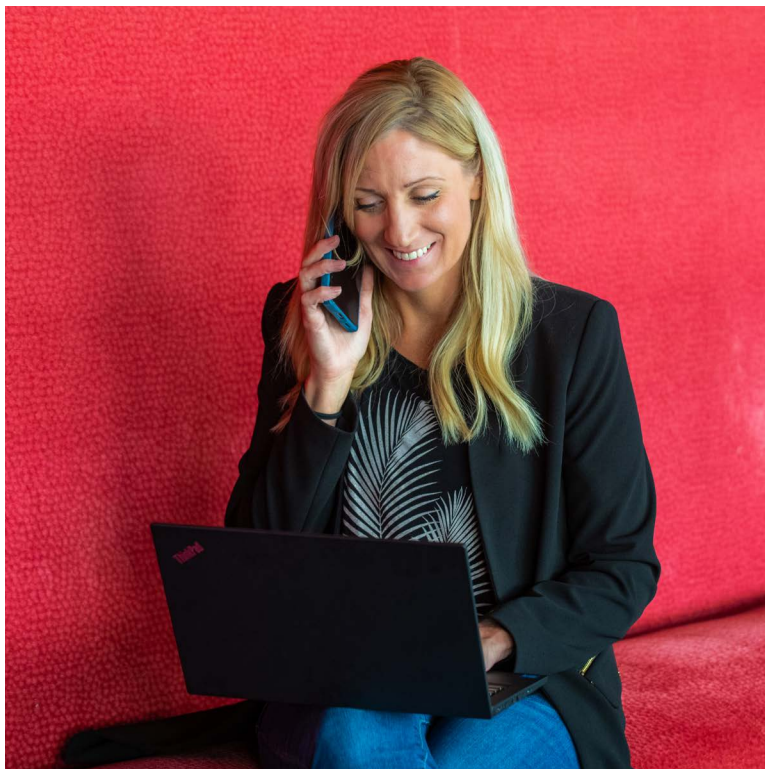
Managing risk in our products

As a financial services provider primarily engaged in the sale of products and services associated with life insurance, annuities, employer-sponsored retirement plans and group benefits, our company is focused on a variety of risks associated with these business lines. The primary risks associated are mortality, morbidity, longevity, policyholder behavior and capital markets risk. As a result, enterprise risk management is an integral part of our business processes.

The corporate Enterprise Risk Management team evaluates capital requirements based on catastrophic and other extreme events, which encompass climate-driven scenarios. Our risk management processes are designed to promote awareness of new, existing and potential risk factors to meet existing and evolving circumstances. To mitigate financial and other risks identified in our Form 10-K, we reinsure a significant amount of the mortality risk on individual life insurance contracts. If Lincoln were to experience adverse mortality or morbidity events, a significant portion of claims would be reimbursed by our reinsurers.

See our [TCFD](#) index and our [ESG Data Center](#) for additional information.





Incorporating ESG risks and opportunities into investment decisions

At Lincoln, we consider ESG factors in our investment decision making, manager selection and monitoring process for both our general account and our separate account portfolios.

We recognize that ESG considerations are an integral part of responsible investment practices and incorporating material ESG considerations, where relevant, may enhance long-term risk-adjusted returns.

Details about our responsible investing practices and manager oversight can be found in our ESG Investment Policy ([ESG Data Center](#)). This policy is reviewed annually and approved by Lincoln's Chief Investment Officer and Investment Committee.

Governance & Oversight

Lincoln's responsible investing practices are governed by our Responsible Investing Committee (RIC), which is co-chaired by our Chief Investment Officer, Jayson Bronchetti, and Chief Sustainability Officer, Amber Williams. It comprises a core leadership team, asset class champions and executive sponsors across the entire organization. The Responsible Investing Committee's mission is to oversee the execution of our coordinated and proactive responsible investment strategy that is consistent with our broader investment strategy.

The following four pillars guide the RIC's work:

- **ESG Governance:** Ensure ESG risks and opportunities are adequately considered in investment decisions.
- **Invest with Intention:** Invest in opportunities that align with the overall investment objectives of the portfolio and achieve positive real-world impacts.
- **Climate Resilience:** Understand the carbon emission profile and explore pathways to reduce the carbon footprint of the portfolio.
- **Reporting and Monitoring:** Provide transparency around our responsible investing efforts to our stakeholders through adequate and timely disclosure.

Ongoing commitment to responsible investment

In 2022, Lincoln became a signatory to the UN Principles for Responsible Investment, the world’s leading proponent of responsible investment. Through our work with the UN-supported network, we aim to better understand and incorporate the implications of ESG factors in our investments.

Lincoln’s Chief Investment Officer serves as the Chair of the Investment Committee of **360 Community Capital**, a groundbreaking, nonprofit investment partnership led by **The American Council of Life Insurers (ACLI)** with the purpose to link the life insurance industry’s long-term investment capital with community development partners that provide affordable, sustainable housing for families across the nation.

Responsible investments

We are committed to the bold pursuit of our ESG vision and recognize that we can make a positive impact on society through our General Account investments and separate account offerings. Within our General Account portfolio in 2022, investments that promote social benefits and sustainability totaled \$3.6 billion and included:

We know that many of our customers seek ESG investment options within their Lincoln product solutions. Therefore, we offer a number of socially responsible investment options in several of our products, including personal variable annuities, *Lincoln Director*SM, group variable annuities and other retirement plan solutions.

See our ESG Investment Policy and socially responsible investment options to learn more about how we help our customers integrate ESG factors into their investment decisions ([ESG Data Center](#)).

Green, social, and sustainability linked bonds

\$1,484M

Loans in Economic Opportunity Zones

\$897M

Renewable Energy

\$808M

Affordable Housing

\$328M

Energy Efficiency

\$34M

Water Utility/ Low Income Tax Credit Funds

\$8M



Safeguarding privacy and data security

Protecting customer privacy

Lincoln follows both federal and state laws and regulations governing the protection of nonpublic personal financial and health information we receive about our customers. We take proper handling of confidential information seriously; this includes nonpublic personal information (e.g., medical, financial and employment information) and strategic business and financial information.

We have adopted policies and procedures that we believe are reasonably designed to comply with all applicable federal and state privacy laws and regulations governing the protection of our customers' nonpublic personal information. Our [Privacy Practice Notices](#) are available on our website.

Our information security program addresses a number of areas, including physical and logical security, user access management, network perimeter security, incident management, logging and monitoring, vulnerability management, data encryption, application controls, change management, security awareness and other information risk management controls. Lincoln also has an incident response program.

Security governance

The Chief Information Security Officer oversees data security for Lincoln, and a dedicated Privacy team reports to the company's Chief Privacy Officer to manage privacy issues. The Information Security and Privacy teams each report up to an executive officer. The Chief Information Security Officer is responsible for cybersecurity. This role reports up to our Chief Information Officer, a member of our Senior Management Committee, and to the Board at least annually. The Chief Privacy Officer reports to the Chief Ethics & Compliance Officer, who in turn reports to our General Counsel, a member of our Senior Management Committee, and also makes regular reports to the Board. Information security policies and standards are also reviewed annually and are updated as necessary to appropriately manage information security risk consistent with industry standards.

In the rare event that personal information is disclosed, we address the action with the individual involved. Lincoln tracks substantiated complaints. Internal consequences relating to personal information disclosures include appropriate disciplinary procedures, up to and including termination. Additional customer privacy terms are communicated in an annual [Privacy Notice](#).

Employee training

Employees play an essential role in keeping information secure. We have mandatory annual information security training for all employees and contractors. In addition, Lincoln has a phishing simulation program that focuses on improving employees' ability to detect dangerous emails. Each year, we provide mandatory privacy training to enhance employees' understanding of their vital role in ensuring that confidential information is accurate, relevant, current and protected. Targeted training is also provided to employees who handle sensitive information or requests subject to specific statutes.

Account security

We are committed to working to protect our customers amid the growing problem of fraud schemes. Our customer security and anti-fraud website offers tips for customers and explains the steps we take to protect them and their information.

- [Learn more about our commitment to protecting customer data](#)
- [Report Fraud | Lincoln Financial](#)

Annual audits

Lincoln annually conducts multiple internal audits of our information technology risk management practices. This includes risk-based audits covering our cybersecurity processes and additional risk-based audits are conducted each year that cover the company's information security practices surrounding applications and systems. Further, Internal Audit performs audits annually to ensure Lincoln is complying with applicable privacy laws.

Internal audit is an independent, objective assurance and consulting activity that is guided by a philosophy of adding value to improve the operations of Lincoln. Internal audit helps the company accomplish its objectives through a systematic and disciplined approach to evaluate and improve the organization's governance, risk management and internal control processes.

The Internal Audit Department's authority to carry out its mission is granted by the Audit Committee of the Board of Directors. The Internal Audit Department, along with all its members, governs itself by adhering to the mandatory guidance from the Institute of Internal Auditors' (IIA), including its Code of Ethics and the International Standards for the Professional Practice of Internal Auditing. This mandatory guidance comprises principles of the fundamental requirements for the professional practice of internal auditing and for evaluating effectiveness of the Internal Audit Department's performance.

Supplier security

Lincoln's Information Security team operates a formal Supplier Security Review program, which evaluates suppliers for information security risks. This program is designed to determine that suppliers meet Lincoln's security standards and that the risk associated with them is within acceptable risk parameters. We require our service providers to protect your personal information and to use or disclose it only for the work they are performing for us, or as permitted by law.

Records management

Lincoln mandates specific retention and destruction timeframes for all business records according to record type and use. Our records retention policy and related schedule are reviewed annually and updated as needed to ensure compliance.



Our products

Lincoln empowers people to take charge of their financial lives, today and tomorrow, to create a brighter future with confidence and optimism. Since opening for business in 1905, we have offered products and solutions to help individuals and families achieve their financial goals.

While many of these goals — accumulating savings, providing a secure income, planning for retirement — are essential and timeless, the ways to meet them must evolve as economic environments change and customer preferences shift. We continue to rethink and customize our existing products and create new offerings that anticipate our customers' needs, along with the tools to keep moving forward.

In 2022, we evolved or otherwise improved our products across our core businesses of annuities, life insurance, long-term care, retirement plan services and employee benefits. The result: Our customers can address their financial present and future with greater peace of mind.

Elevating the customer experience

In the digital age, we are elevating our customer experience by providing a highly personalized digital environment, not simply for our customers to access their accounts but also to manage them and get the most out of the online resources we provide.

This is particularly true for our retirement plans. Over the past couple of years, we have revamped our retirement platform interface so that plan participants can track their performance more easily and intuitively. We know that participants find this valuable, as their plan contribution rates are 76% higher when they use our high-tech, high-touch services across our retirement products and solutions.

Retail Solutions

Lincoln's Retail Solutions business focuses on developing innovative insurance solutions for individuals and families. Retail Solutions also includes Lincoln's Wealth Management business, Lincoln Financial Network, a robust community of financial professionals who provide guidance to help their clients achieve financial security.



Launching Insurance Solutions

Our latest enhancement to our broad portfolio of annuity solutions is the [Lincoln ProtectedPaySM](#) lifetime income suite. Available exclusively with Lincoln variable annuities, the income suite is a simplified approach to help provide protected income in retirement that cannot be outlived. Six lifetime income options provide customizable protection from market loss, predictable growth for future income and investment flexibility.

We also launched the next generation of [Lincoln AssetEdge[®]](#), an accumulation-focused variable universal life (VUL) insurance policy offering a death benefit in addition to the potential for tax-advantaged growth in cash value. Its wide range of investment options can be tailored to a customer's financial objectives and risk tolerance, and its life policy has features that empower individuals, families and businesses to plan for the unexpected. Policyholders can allocate investments across the options and adjust the allocations over time to align with changing needs, financial goals or market conditions.

[Lincoln WealthPreserve^{®2}](#) Survivorship Indexed Universal Life is designed for couples or business partners looking to insure two individuals with a single policy. It provides an income tax-free death benefit at the end of the last surviving insured's life and is ideally suited for policyholders seeking to transfer a greater inheritance to beneficiaries or provide funding to pay estate taxes. If properly structured in an irrevocable trust, its life insurance proceeds may also be exempt from estate taxes.

[Lincoln LifeGoals[®]](#) is an investment-focused variable universal life policy. It provides investors with a tax-smart way to grow their assets while maintaining greater access to cash value. [Lincoln LifeGoals](#) offers a streamlined digital process, from application to placement, with no labs or invasive underwriting.

We strengthened the award-winning digital capabilities of [Lincoln TermAccel[®]](#), a term insurance policy that is designed for people ranging from millennials to late Gen Xers looking for affordable term insurance coverage. [Lincoln TermAccel](#) offers an electronic application, underwriting and delivery process, and the opportunity to waive underwriting lab tests.

Evolving our technology

Our introduction of Real-Time Offer highlighted Lincoln's status as a financial innovator. With this introduction, we became one of the first life insurance carriers to immediately communicate approval decisions for both term and permanent life insurance policies.

Real-Time Offer gives applicants instant communication of underwriting approval upon completion of an online or phone interview, meaning that policies can be issued faster, without compromising risk assessment.

This process is available for certain term and single-life indexed universal life (IUL) and VUL policies that have been approved without lab work via automated underwriting.

We further improved our automated and lab-free underwriting by raising the maximum face amount eligibility (to \$2.5 million) for term, universal life (UL), IUL and VUL cases submitted via the *LincXpress*® and *Lincoln TermAccel*® ticket submission processes. *LincXpress* and *Lincoln TermAccel* provide a more convenient, less invasive and faster underwriting experience without compromising risk assessment.

In addition, we launched an updated application package for all term, UL, IUL and VUL policies and submission methods, including electronic applications, tickets and traditional applications. The package is designed to enhance the user experience when completing and applying for a policy, and to reduce overall turnaround times by making case processing and underwriting more efficient.

Enhancing hybrid life & long-term care products and services

We upgraded [MoneyGuard Fixed Advantage](#)®, our UL policy with a long-term care rider, by adding the benefit transfer rider. This advanced rider provides an opportunity for beneficiaries to enhance their existing policy's long-term care and death benefits by leveraging death-claim proceeds transferred from another person's policy. The increase in long-term care and death benefits will always exceed the transferred amount.

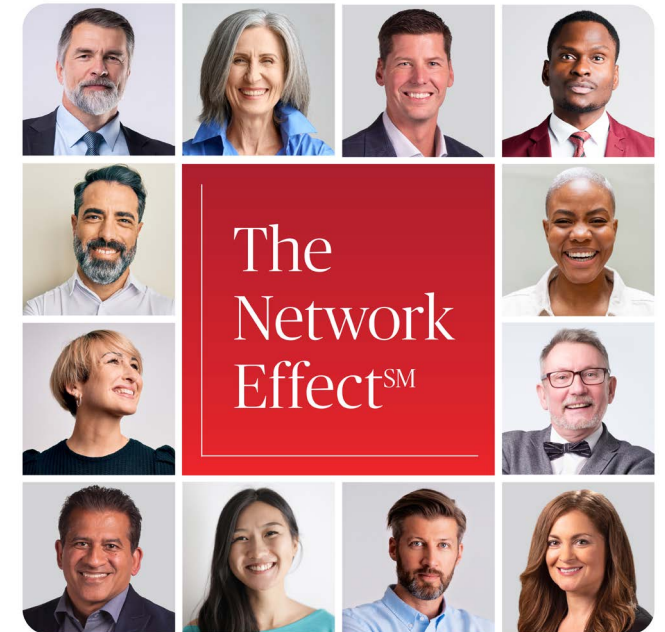
The [Lincoln Concierge Care Coordination](#) website provides up-to-date content and tools to policyholders with long-term care benefits. The site helps policyholders plan for and support healthy aging, including

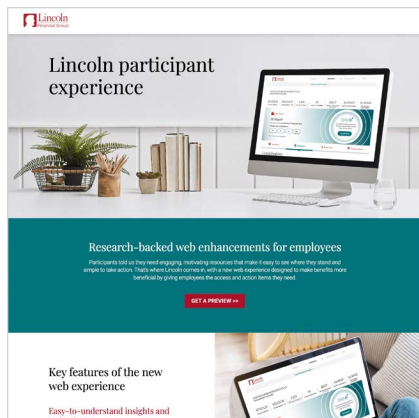
research articles and papers, along with assistance in finding and comparing local care providers. This service offers policyholders, their caregivers and their loved ones important support as the policyholder ages.

We also expanded our partnership with illumifin (formerly LTCG), a leading independent third-party administrator whose services include claims processing and care management for long-term care solutions. The expansion, which enables illumifin to handle claims administration and management for Lincoln's long-term care riders, is one in a series of enhancements to our end-to-end customer experience.

Expanding our wealth management business

Lincoln Financial Network doubled down on its efforts to grow its base of advisors by launching [The Network Effect](#)® – a community of independent financial professionals backed by the strength of Lincoln Financial. The renewed focus on providing the network with training, tools and resources to grow their practices to best support their clients and fulfill Lincoln's mission – helping everyday Americans achieve financial security and confidence.





Workplace solutions

Our workplace products and solutions help businesses provide their employees with group insurance coverage, retirement planning and education, and other services that employees can use to build a brighter future for themselves and their families.



Launches

In 2022, we launched several important products and services for the workplace:

New retirement plan participant experience

We redesigned the [plan participant online experience](#) to drive positive outcomes for employees seeking to improve their financial outlook. The participant website provides digital tools and functionality that encourage participants to engage more with their accounts, regularly check progress and take actions to help boost their readiness for retirement.

The new online experience also features a content hub with videos, articles and tools to help participants educate themselves on the financial topics that are important to them. It additionally provides direct access to Lincoln's proprietary *WellnessPATH*® financial wellness tool for further support and resources.

StoryLine Dynamic

StoryLine Dynamic is a 401(k) plan default investment option that helps plan participants transition their investments to a more personalized asset allocation strategy as they near retirement age. Built using technology from Stadion Money Management, StoryLine Dynamic combines a target-date fund for younger employees with Stadion's StoryLine managed account service for participants ages 50 and older. It allows plan sponsors to offer a more robust, customized retirement solution for participants who are not actively engaged in making investment decisions in their plans.

Financial wellness marketplace

We expanded our financial wellness program to include a new marketplace for employers that connects their employees with partner companies that offer solutions to help improve financial wellness. Employees can use the marketplace to access third-party financial solutions and resources in one easy-to-navigate, aggregated experience. Through the marketplace, employees have access to Lincoln's proprietary *WellnessPATH* tool, which helps them learn about investing, saving and budgeting with the ability to set goals and track their financial status. The marketplace also provides users access to the leading student

debt management platform, *Candidly*, which offers users options to plan, borrow, repay and reassess their debt, and assistance with federal student loan forgiveness programs and applications.

Candid Conversations

We created a series of videos, called "Candid Conversations," which invites employers to join the discussion of timely topics that affect how employees view their benefits. Employers can learn more from industry experts about subjects such as guaranteed income, supporting their employees' well-being and employee retention. The goal is to help companies meet employees' needs along every step of their retirement journey.

Enhancements

We expanded our **Hospital Indemnity insurance coverage** to 46 states (from 26) and added new benefit options. The enhancements include two [family-focused newborn care options](#) and an additional healthcare benefit that provides employees with coverage when treated at an employer-affiliated hospital.

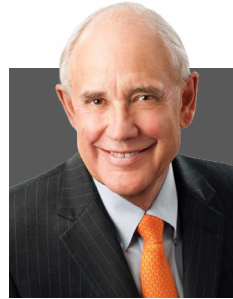
Through our Hospital Indemnity coverage, employers can offer employees protection against financial hardships due to unexpected hospitalizations, including mental disorder and substance abuse treatment benefits, infectious disease-related tests and more.



Deidre P. Connelly



Ellen G. Cooper



Dr. William H.
Cunningham



Reginald E. Davis



Eric G. Johnson



Gary C. Kelly



M. Leanne Lachman



Dale LeFebvre



Janet Liang



Michael F. Mee



Lynn M. Utter

CHAPTER 5: OUR GOVERNANCE

Led by a strong governance foundation

Board oversight

The Lincoln National Corporation Board of Directors includes the following committees to provide stringent corporate governance: Audit Committee, Compensation Committee, Corporate Governance Committee, Executive Committee and Finance Committee. For more information on the role of the board in the governance of our company and alignment of executive compensation with the long-term interests of our shareholders, please see our 2023 Proxy Statement. For information on the skills, experience and diversity of our directors, please refer to pages 2–3 of our [2023 Proxy Statement](#).

Our Corporate Governance Guidelines set out expectations for how the board and its committees function, including independence standards for the board. These standards require that a majority of our directors be independent (as defined under the applicable SEC rules) and meet the criteria for independence as set forth in the New York Stock Exchange (NYSE) listing standards.

Sustainability governance

The Corporate Governance Committee of the Board of Directors provides oversight of the company's corporate sustainability (or ESG) strategy.

Our sustainability commitment is formalized through board and senior management oversight. The Corporate Governance Committee oversees our governance, sustainability and corporate social responsibility strategy. As part of its oversight of the enterprise risk management function, our Audit Committee has overseen risks, which can include environmental, social and governance (ESG) risks, including climate risk. Our Office of Corporate Sustainability and Enterprise Risk Management team work together to screen for environmental risks across the enterprise through the Enterprise Risk Self-Assessment process.

Our Chief Sustainability Officer reports to the Corporate Governance Committee at least twice annually about ESG risks and opportunities, collaborates with business units and functional areas to develop strategies, determine priorities, address issues and integrate ESG strategies aligned with the business. Since 2012, we have also had a Sustainability Advisory Group, which is a cross-functional team comprised of senior managers at the

company that meets quarterly with our Chief Sustainability Officer and team to consider market developments, societal trends and the potential impact, risk and opportunity for the company related to identified issues. In addition, we have subject matter experts across the business that we brief quarterly on ESG issues and who help Lincoln disclose key ESG metrics.

Office of Corporate Sustainability

Lincoln Financial recognizes the importance of regularly evaluating ESG factors that may affect our business. The Office of Corporate Sustainability has developed ongoing structures and practices that enable us to monitor and incorporate relevant information within the company. The Sustainability Team leads ESG working groups across key business units including risk, investments, finance, audit, legal and public policy. This work has taken on increased importance given the likely shift from voluntary to mandatory ESG disclosure.

We are committed to transparent and accountable ESG disclosure. The sustainability team uses a proprietary project management tool to engage and collaborate with subject matter experts and to respond to over 1,000 questions from external stakeholders annually.

In 2022, we launched the [ESG Data Center](#) to increase our transparency and expand our TCFD reporting. We respond to data requests from National Association of Insurance Commissioners (NAIC) Insurer Climate Risk Disclosure Data Survey, CDP, DJSI, Sustainalytics, ISS (Institutional Shareholder Services; a global provider of ESG solutions) and MSCI (an American finance company provider; ESG and climate products, among others).

ESG Materiality Assessment

In 2021, a third-party consulting firm undertook a Materiality Assessment to identify ESG topics that are of significance to Lincoln's business leaders and external stakeholders. As part of this process, the assessment included a market, sector, investor and peer review; interviews with senior leaders and external experts; and an internal employee survey. Issues were prioritized based on the importance of the issue to the stakeholder and the impact on the long-term performance of our business. The significant ESG topics identified included: business ethics and corporate governance, data privacy and security, risk and crisis management, and diversity and inclusion. See our Materiality Assessment Matrix for additional information, located in our [ESG Data Center](#).

Report scope

This report encompasses Lincoln Financial Group operations, practices and data corresponding to the calendar year 2022, unless otherwise noted. All environmental data represents the activity across 100% of Lincoln operations for that period. All information and data are as of December 31, 2022, unless otherwise noted.

Greenhouse gas calculations and assurance

Reported greenhouse gas (GHG) emissions were calculated in accordance with the Greenhouse Gas Protocol, the world's most widely used greenhouse gas accounting standard, using a financial control boundary. Lincoln's 2022 data for Scope 1, 2 and 3 (Category 8: Upstream Leased Assets) greenhouse gas emissions were assured by LRQA in accordance with ISO 14064-3, Limited Assurance.

Not a deposit
Not FDIC-insured
Not insured by any federal government agency
Not guaranteed by any bank or savings association
May go down in value

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