



# The power of purpose

Lincoln Financial 2017 Corporate Social Responsibility Report



BUILDING STRONGER COMMUNITIES



EMPOWERING AND ENGAGING EMPLOYEES



CARING FOR THE ENVIRONMENT



RESPONSIBLE BUSINESS PRACTICES



At Lincoln Financial, it's not just about business. In all that we do, we focus on a common goal: to help people face the future with confidence. This shared mission infuses each of our actions with purpose.

Through our products and services, we help people take charge of their financial lives with optimism. Through our time, resources and people, we invest in our communities to build a brighter future for others. Through our business conduct, we show respect for the environment, empower our employees, and value the needs of the people whose lives we touch. In each of these ways, we live out our purpose every day.

In this corporate social responsibility report, we share the ideals we follow and describe the purposeful actions we took during 2017 to serve our customers, employees, investors, the communities in which we operate and the environment we all share.



BUILDING STRONGER COMMUNITIES



EMPOWERING AND ENGAGING EMPLOYEES



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RESPONSIBLE BUSINESS PRACTICES



# A Lincoln

Founded in 1905, Lincoln Financial Group was named after one of our nation’s greatest leaders, President Abraham Lincoln, with the permission of his son, Robert Todd Lincoln. Lincoln Financial Group is the first and only company to carry Abraham Lincoln’s name, image and ideals at the heart of its brand.



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## A LETTER FROM OUR CEO

Lincoln Financial Group offers advice and solutions that provide an important service to our customers, empowering them to take charge of their financial lives with confidence and optimism and enabling them to enjoy peace of mind about their future financial security. However, we don't stop there. We believe we have a larger role to play in building vital communities through philanthropy, creating a diverse and inclusive culture that develops and empowers our employees, protecting our environment through sustainable business practices and operating with consistency and responsibility. We view each day as an opportunity to bring Abraham Lincoln's ideals of strength, courage, integrity, respect and optimism to life—both inside and outside our organization.

I am pleased to share our most recent Corporate Social Responsibility report, which highlights how Lincoln's strongly-held ideals shape our

culture and our actions, driving us to create an even brighter future. Our collective efforts resulted in significant accomplishments throughout 2017:

1. I was honored to join other business leaders in personally signing the CEO Action for Diversity Pledge™, demonstrating Lincoln's commitment to maintaining and enhancing a trusting, empowering work environment, where each individual feels respected for who they are and appreciated for their contributions.
2. Our employees' generosity continued as their donations to United Way partners surpassed \$1 million for the fifth consecutive year, and their disaster relief contributions to hurricane-ravaged communities reached an all-time high.
3. We received perfect scores and Best Places to Work awards in both the Human Rights Campaign Corporate Equality Index and the Disability Equality Index.

4. Lincoln was again named to the Dow Jones Sustainability Index (DJSI) North America, recognizing our continued commitment to responsible and sustainable business practices.

I am proud of the many advancements and contributions we made in 2017, including the highlights selected for this report. I invite you to learn more about how we enhance and implement our corporate social responsibility strategy here at Lincoln Financial Group. Working together, we can continue to make a meaningful difference in the lives and communities that we serve every day.

Sincerely,

**Dennis R. Glass**  
President and Chief Executive Officer  
Lincoln Financial Group





## A LETTER FROM OUR SVP, CORPORATE RESPONSIBILITY

At Lincoln, we believe in the power of acting with purpose to help others face tomorrow with confidence. Our products and services help our customers prepare for retirement, and our world-class risk management ensures that we can keep our promises. Our culture is rooted in honesty, integrity and respect - qualities that influence our professional practices. We consider the environmental, social, and governance impacts of our business decisions, and strive to operate in the best interests of the people whose lives we touch. We cultivate an inclusive workplace that encourages employees to be their best, and we work together to care for our neighbors and our planet.

We give back to our communities. Each year, thousands of employees share their skills and time volunteering in the communities where they live and work. During 2017, the Lincoln Financial Foundation distributed nearly \$10 million to support education, arts and culture, human services, and economic and workforce

development. Through these combined efforts, we make lasting contributions in communities across our nation.

We empower and engage our people. Our inclusive work environment celebrates our differences, encouraging each of us to contribute and achieve. To help our people realize their enormous potential, we support their physical, emotional and financial wellbeing. We provide a premier learning culture that helps new employees launch their careers and enables all employees to accelerate their professional development.

We respect and nurture our environment— This past year, people across our organization made it their business to incorporate environmentally friendly behaviors into our operations, events and customer service practices. We've made progress toward reducing our energy use, and will continue to focus on managing our building performance and climate impacts.

**Nancy Rogers**  
SVP, Corporate Responsibility  
President, Lincoln Financial Foundation



In these ways and more, we contribute to the well-being of the people we serve and the world we live in. I invite you to read this report, which describes our accomplishments during 2017 and illustrates how much can be achieved when we work together with a common purpose.

Sincerely,



# ABOUT US

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

We work together as a single enterprise focused on supporting, preserving and enhancing people's lifestyles and retirement outcomes. Our parent company, 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 benefits.

## OUR INSURANCE COMPANIES

**The Lincoln National Life Insurance Company** is one of the oldest and largest stock insurance companies in the United States.

**Lincoln Life & Annuity Company of New York** offers additional annuity, retirement planning and insurance products.

## OUR AFFILIATES

**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 Advisors** offers personalized financial planning services.

**Lincoln Financial Securities** provides long-term financial solutions to individuals and small businesses.

**Lincoln Financial Foundation** donates approximately \$10 million each year in charitable contributions.

## OUR CUSTOMERS

The financial products and solutions we provide are designed to meet a range of needs so that our customers can focus on enhancing their lives and the lives of those they love.





# ABOUT US

## How we make a difference

Our shared mission and values enable us to make a significant impact. Since our founding, we have been guided by the character and ideals of our namesake President Abraham Lincoln: strength, courage, integrity, optimism and respect.

### A TRADITION OF STRENGTH

With solid industry rankings, broad distribution capabilities and a strong financial foundation, we've been helping people take charge of their futures for more than a century.

### A COMMITMENT TO CORPORATE RESPONSIBILITY

We recognize and celebrate good corporate citizenship, promote sustainable business practices and strive to improve the quality of life in our communities.

### SUCCESS THROUGH DIVERSITY AND INCLUSION

Diversity and inclusion inform our business strategy and drive our success. We empower collaboration, insights and innovation among our partners and employees to reach our fullest potential.

[Learn more about the difference we make in our communities.](#) >

## OUR FINANCIAL STRENGTH\*



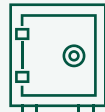
**#207**

on the 2017 Fortune 500 list  
(by revenue)



**\$253B**

in assets under management



**\$9.2B**

in total adjusted  
statutory capital



**\$605M**

in cash and invested cash at  
the holding company

## THE LIVES WE TOUCH\*



**1.5M**

participants in our employer-  
sponsored retirement plans



**4.4M**

employed Americans  
insured through our group  
benefits business



**1.8M**

life insurance policies in force



**1.7M**

individual annuity  
transactions processed

\*All numbers are as of December 31, 2017.





# ABOUT US

## 2017 Recognitions and awards

We strive to excel and are proud to be recognized for business and civic leadership.



### Forbes 2017 Best Large Employers

Named within the Banking and Financial Services sector of this list, which spotlights the top U.S. companies across 25 industries.



### Best Businesses Partnering with the Arts in America

One of ten U.S. companies recognized for exceptional commitment to the arts through grants, local partnerships, volunteer programs, matching gifts, sponsorships and board membership.



### Celent Model Insurer Award

Received the Digital Model Insurer Award for 2017 by Celent, a research and consulting firm focused on the application of information technology in the global financial services industry.



### 2017 Human Rights Campaign Foundation Best Place to Work for LGBTQ Equality

Scored 100 percent on the 2017 Corporate Equality Index (CEI), a national benchmarking survey and report on corporate policies and practices related to Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) workplace equality for the second consecutive year.



### Dow Jones Sustainability Index (DJSI) North America

Named to the most widely recognized sustainability index, which assesses economic, environmental and social practices in large, publicly traded companies, for the second consecutive year. Only the top 20 percent of companies that apply are named to the DJSI North America.

### Registry of Corporate Directors

Recognized by *Black Enterprise* magazine for our diverse board of directors, which includes two African-American members.



### 2017 Disability Equality Index Best Place to Work

Received a perfect 100 percent score for the second year in a row for creating an accessible, inclusive environment for people with disabilities.



### FTSE4Good Index

Named to this responsible investment index since 2001. The FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices.





# ABOUT US

## 2017 Corporate social responsibility in action

Good corporate citizenship is intrinsic to our success. We are committed to improving the quality of life in our communities, encouraging people to achieve better lives and investing in sustainable business practices.



### BUILDING STRONGER COMMUNITIES

Through charitable contributions to nonprofit organizations, we help people improve their lives and support strong, vibrant communities.

**Nearly \$10 million** in charitable contributions to communities

**\$1+ million donated** by employees to United Way for the fifth consecutive year

**Nearly \$1 million contributed** by Lincoln Financial in matching gifts



### EMPOWERING AND ENGAGING EMPLOYEES

We help our employees take charge of their careers through professional development, meaningful work and the opportunity to make a difference at work and in their communities.

Nearly **100,000 hours** of in-house compliance, cybersecurity, skills-based training, and leadership and management training

Launched a new business resource group for veterans and their families, bringing the **number of groups to seven**

**Introduced 23 new** Leadership Excellence and Development (LEAD) programs and offered more than 200 courses to our employees



### CARING FOR THE ENVIRONMENT

We strive to reduce the impact we leave on the environment.

Reduced electricity usage across our Greensboro, North Carolina, campus **by 9.04 percent since 2014**

Reduced Scope 2 greenhouse gas emissions intensity per employee **by 4.76 percent since 2014**

Achieved U.S. EPA ENERGY STAR rating for **100 percent of our eligible buildings**



### RESPONSIBLE BUSINESS PRACTICES

We are committed to conducting our business in an ethical and responsible manner.

Named to the **2017 Dow Jones Sustainability Index** for the second consecutive year





# BUILDING STRONGER COMMUNITIES



Our sense of purpose is rooted in our deep connection to the places where we live and do business. We are committed to helping people improve their lives and instilling optimism and strength in our communities.



[Watch the video](#)







# BUILDING STRONGER COMMUNITIES



## The power of philanthropy

Founded in 1962, the [Lincoln Financial Foundation](#) dedicates significant resources each year to local organizations that help people build better futures for themselves and their families. We embrace promise and potential within our key cities — the communities where we have a significant business presence. And with the dedication of more than 300 nonprofits we support, we invest to help people realize new opportunities through better access to:

 <p><b>Education</b></p>	 <p><b>Human services</b></p>
 <p><b>Arts and culture</b></p>	 <p><b>Economic and workforce development</b></p>

## OUR APPROACH TO GIVING

Lincoln Financial is focused on making a lasting contribution to our communities. We tie philanthropy to our business objective of helping people take care of their financial lives with optimism. We do this by focusing on programs that support development of life skills, job skills and resilience.

### Community-focused

The Foundation’s approach to local philanthropic giving reflects Lincoln Financial’s strong connection to our communities. Recognizing that employees in our affiliate offices can best determine the needs of their respective communities, we established local Charitable Contribution Committees in our primary business locations. These committees review grant proposals and award grants to the nonprofit organizations that they determine will make the most significant impact.

[Learn more about our community giving.](#) >

### Data-driven

Each decision to award a grant is based on a deep understanding of a community’s needs and a thorough analysis of a nonprofit’s ability to provide quality programs that deliver measurable outcomes.

Our rigorous evaluation of grantees enables us to identify those that we believe are most effective in delivering results. The Foundation relies on metrics to benchmark outcomes and inform decision making.

### Employee-supported

Employee volunteering is integral to our community support. The nonprofit organizations that receive grants from the Foundation are also often supported extensively

by the volunteer efforts and expertise of our employees, many of whom serve in leadership roles on nonprofit boards. [Read more about employee volunteerism.](#) >



Learn more about the [Lincoln Financial Foundation](#) >





# BUILDING STRONGER COMMUNITIES



## SUPPORTING UNITED WAY AND NONPROFITS

Lincoln Financial Group has a long-standing tradition of supporting United Way organizations. Each year, our United Way allocations help fund agencies in the communities where we work. We also hold a workplace United Way campaign every autumn. We are proud that in 2017 Lincoln Financial employees' giving for United Way agencies surpassed \$1 million for the fifth consecutive year.

Our Foundation also supports the Lincoln Financial Matching Gift Program, which encourages employees to maximize their charitable contributions to eligible nonprofit organizations. In 2017, the Foundation matched more than 1,500 gifts for a total of nearly \$1 million.

## PROVIDING DISASTER RELIEF

When natural disasters strike, the Foundation may make special contributions to assist those in need in the communities we serve. In response to the hurricanes that devastated areas in the southern United States and Puerto Rico in late 2017, Lincoln Financial contributed \$225,000 to the American Red Cross disaster relief efforts through a combination of Foundation grants and matching employee cash donations.





## BUILDING STRONGER COMMUNITIES

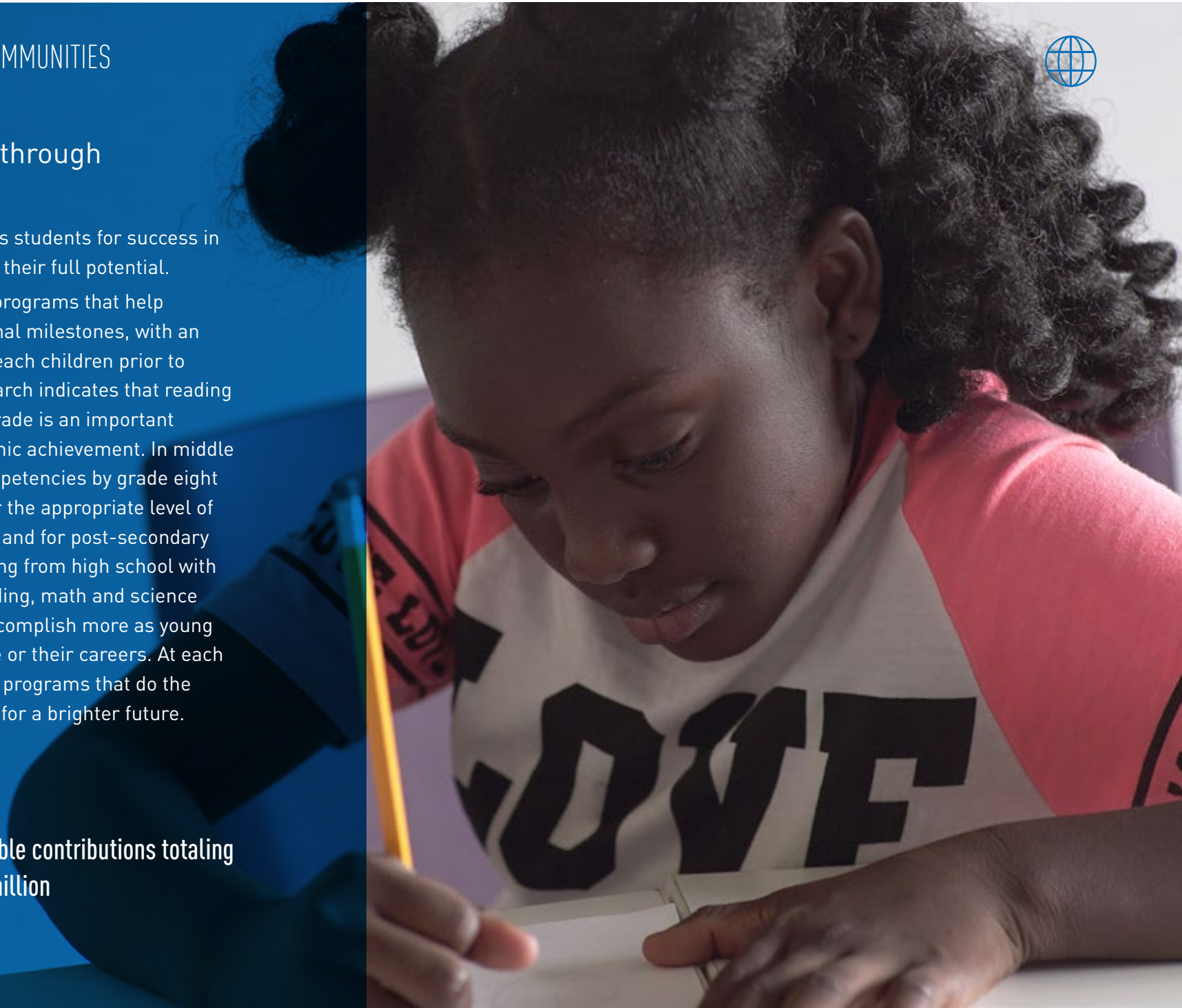
### Achieving impact through **EDUCATION**

A solid education prepares students for success in life and helps them reach their full potential.

We focus our funding on programs that help students hit key educational milestones, with an emphasis on those that reach children prior to grade four. National research indicates that reading at grade level by fourth grade is an important indicator of future academic achievement. In middle school, gaining math competencies by grade eight puts students on track for the appropriate level of instruction in high school and for post-secondary success. Finally, graduating from high school with foundational skills in reading, math and science empowers students to accomplish more as young adults, whether in college or their careers. At each step, we focus on funding programs that do the most to prepare students for a brighter future.



**129 charitable contributions totaling  
nearly \$3 million**





## BUILDING STRONGER COMMUNITIES



### PHILADELPHIA FUTURES: FORGING A PATH TO — AND THROUGH — COLLEGE

Philadelphia Futures believes that a college education can help break the cycle of poverty. "Futures" provides low-income, first-generation-to-college students with the tools, opportunities and resources necessary to put them firmly on the path to—and through—college. Students are supported throughout their highschool journey as they prepare for college and find their "right fit" schools. Summer "bridge" programs help smooth the critical transition to their first year of college. From individualized counseling and financial support to resume preparation and job search strategies, students are guided at each step. They conclude their college journey with a roadmap to their desired career or further education.





## BUILDING STRONGER COMMUNITIES



### Innovative approaches to student success

These are just a few of the programs the Lincoln Financial Foundation funds to ensure that at-risk children thrive in school by acquiring critical skills at the necessary times.



The Y-START after-school program of the **Granite YMCA** in Manchester, New Hampshire, prevents at-risk elementary students from falling into the “achievement gap.” Daily lessons

in math and reading, plus enrichment programming, break down barriers to progress and set children on course toward high school graduation.



The **Greensboro Science Center** gets kids excited about science through events and activities, which include a countywide science fair and middle school robotics

tournament. Science, technology, engineering and math (STEM) teachers gather new ideas during a STEM Teacher Immersion Day, while the North Carolina Science Festival is open to all.



Girls who read well by the time they start fourth grade pass a critical milestone and are poised for greater success in school and life. The **GIRLStart Literacy Program** in

Omaha, Nebraska, engages girls, using athletics, science and art to make reading fun.



When children walk into Project Learn at the **Boys and Girls Club of Fort Wayne**, Indiana, they enter a safe, supportive and success-focused space. They can find friends,

participate in programs that enhance their academics, and learn about character and healthy choices—all of which help them become strong, positive adults.



**Hartford Youth Scholars** provides 10 years of one-on-one mentoring to motivated low-income students, beginning in middle school. Instructors instill the habit of academic

excellence to open the doors of outstanding colleges and encourage students to return and pursue careers in Hartford, Connecticut.



Philadelphia Futures





## BUILDING STRONGER COMMUNITIES

### Achieving impact through **THE ARTS**

The arts feed the spirit, spark the imagination and spur creativity. We believe in the power of art to transform young lives and equip children to thrive in an increasingly diverse, interconnected and technology-driven society. Well-designed arts education programs can help children become keen observers, sharpen their problem-solving abilities and cultivate critical thinking. These skills position them for greater success in school, life and work. We direct our funding to those that offer programs with proven track records, with many aligning to state curriculum standards. Beyond the classroom, we help create vibrant arts communities that drive economic development and increase access to cultural opportunities for people of all ages.



119 charitable contributions totaling more than \$1.5 million





## BUILDING STRONGER COMMUNITIES



### HARTFORD STAGE: IGNITING THE SPARK OF CURIOSITY

Using anticipation to build excitement, Hartford Stage sends teaching artists into classrooms to present one age-appropriate book to students for five consecutive days. The artists introduce students in kindergarten through fifth grade to a theatrical vocabulary as they participate in dialogues with characters and create tableaux of scenes from the book. Students learn appropriate audience etiquette, support their performing classmates and write and read their own monologues from a character's point of view. Excitement builds each day and, by Friday, most students can't wait to read the book.





# BUILDING STRONGER COMMUNITIES



## Inspiring the next generation

Many of the arts education programs we fund reach children during elementary school years, a period when these programs can have a significant impact on the lives of young people. Here are a few examples of the arts programs we support.



During a time when people often turn to technology for connection, the Lincoln Financial School Series at the **Capitol Center for the Arts** in Concord, New Hampshire, offers an

alternative. It introduces young people to the power of live performance and, hopefully, sparks a life-long love of live theatre.



### The Greensboro Symphony

**Orchestra** reaches children of all ages as its musicians work with the youngest students on literacy and music enthusiasm and provide in-

depth musical instruction for at-risk elementary school students. More than 36,000 elementary and middle school students experience educational, full-orchestral concerts each year, and high school student ensembles perform onstage alongside symphony section leaders prior to Masterworks concerts.



### The Philadelphia Museum of

**Art** invites all School District of Philadelphia fourth graders to visit the Museum at no cost to participate in the art and literacy initiative, Art

Speaks. The program is strategically timed to occur when children progress from learning to read, to reading to learn. By responding to works of art, students practice describing, comparing and contrasting, interpreting, and expressing or supporting opinions.



The historic **Embassy Theatre** in downtown Fort Wayne thrilled thousands of elementary school students with Dino-Light, a glow-in-the dark adventure, and

other performances as part of its free annual Learn It Live series.



In Omaha, **WhyArts** engages professional teaching artists to conduct residencies, workshops and activities in a variety of artistic disciplines. Their programs reach at-

risk youth and families, children in afterschool programs, those with special needs and early childhood groups.



Hartford Stage





## BUILDING STRONGER COMMUNITIES

### Achieving impact through **HUMAN SERVICES**

When life's essential services are in place, people can face tomorrow with confidence. Food and shelter are essential for a healthy life, and provide the foundation for a vigorous community. Children and adults need healthy, nutritious food so they can thrive at school, at work and in life. Our funding empowers people to secure safe, affordable housing and regain stability. Home is more than a roof and windows; a home brings a sense of belonging and peace of mind. With these essentials in place, people can move forward with confidence.



117 charitable contributions totaling  
more than \$1.8 million





## BUILDING STRONGER COMMUNITIES



### YWCA NORTHEAST INDIANA: FINDING SAFETY, GAINING STRENGTH

Women and families in crisis find refuge at the Crisis Shelter of the YWCA Northeast Indiana. With stable housing, childcare and employment coaching, residents can pause, regroup and rebuild their lives. After women and their families transition to permanent housing, they are encouraged to return for continued help with goal setting, education and employment.

To help build strong families, the YWCA also promotes healthy relationships and social skills. Its Domestic Violence 101 course reaches adults in the workplace, at social service agencies and even in hair salons. Young people learn self-respect and appropriate use of social media through programs such as Eyes Wide Open and Digital Boundaries.





# BUILDING STRONGER COMMUNITIES



## Food for life

By putting nutritious food within reach of those who need it most, the nonprofits we support help reduce the fear of being hungry. Below are a few of the many services provided by the community groups we fund.



As the only food bank in the state, **New Hampshire Food Bank** serves the entire state of New Hampshire. To build capacity, the food bank is using technology to more efficiently provide more nutritious food to more people.



**Out of the Garden Project** in Greensboro, North Carolina, puts fresh produce within reach through roving Fresh Mobile Markets and a curbside urban farmers market that offers sample menus and food tastings to city dwellers. Budding food business entrepreneurs can prepare their products in a new shared-use community kitchen facility.



**MANNA** provides nourishing meals and personalized counseling to Philadelphia residents with acute nutritional risk due to life-threatening illness. With this help, people can break the cycle of poor health and better manage, or recover from, their illnesses.



The **Hands On Hartford** food pantry in Connecticut makes it easier for clients to add fresh produce to their diets. Volunteers prepare surplus vegetables and fruit, then package them as attractive grab-and-go offerings.



Each Friday afternoon, more than 8,000 school children across Nebraska and western Iowa go home with child-friendly, nutritious meals in their backpacks, courtesy of the **Food Bank for the Heartland**. Fortified over the weekend, students return to school on Monday morning ready to learn.



YWCA Northeast Indiana





## BUILDING STRONGER COMMUNITIES

### Achieving impact through **ECONOMIC AND WORKFORCE DEVELOPMENT**

Strong local economies depend on a skilled workforce, flourishing businesses and jobs that pay living wages. That's why we focus on attracting new businesses and training workers for in-demand jobs. Every investment we make in local economies and job creation links back to our purpose — investing every day to build a brighter future for all. We fund programs that make a concerted effort to attract and retain businesses with the capacity to add jobs. We support initiatives that promote the entrepreneurial skills that inspire and sustain new businesses. And through adult education and job skills training, our funding helps expand the pool of qualified employees in regions that lack qualified candidates. With stable employment and a steady income, families are less stressed and children are better positioned to succeed in school.



75 charitable contributions totaling  
more than \$1.2 million





## BUILDING STRONGER COMMUNITIES



### FAMILY SUCCESS CENTER: UPLIFTING ENTIRE FAMILIES

Overcoming economic insecurity in greater Greensboro requires a new approach—a family approach—like that of United Way of Greater Greensboro’s Family Success Center. Working with all generations, United Way begins by investing in early childhood education and development. It also equips adults for greater opportunities through education, career preparedness and wraparound support.

The center’s support team helps family members face their future with confidence by connecting them with an array of resources from 31 best-in-class nonprofit community partners. Services are sequenced and integrated appropriately to meet each family member wherever they are in their journey to self-reliance. Adults find help with education and GED classes, work and income support, and employment and career advancement. The center also builds physical and financial health through its wellness services, financial education, coaching and asset-building classes. In every way, clients are empowered to accomplish more.





## BUILDING STRONGER COMMUNITIES



### A prepared workforce

These are a few local programs that Lincoln Financial funds to help equip adults with essential job skills for high-quality, in-demand occupations and prepare them for the workplace of the future.



**Families in Transition (FIT)** in Concord and Manchester addresses the root causes of chronic unemployment, underemployment and poverty. Partnering with

Goodwill Northern New England, FIT draws on more than 80 years of experience in helping people find stability through work. Career Advisors and Life Navigators help FIT residents develop job and life management skills that lead to personal stability, independence and respect.



**Capital Workforce Partners** of Hartford provides “Opportunity Youth” — unemployed 18- to 24-year-olds—with skills training and career services needed to qualify for jobs

in advanced manufacturing, healthcare, construction, IT and other emerging industries.



**West Philadelphia Skills Initiative (WPSI)** addresses the profound employment opportunity gap in University City by connecting unemployed residents with local

employers. For up to six months, WPSI teaches job seekers how to tackle today’s job market, identify their talents and develop a plan for professional and financial success.



**Greater Fort Wayne Inc.** creates and preserves quality, in-demand jobs by recruiting new employers while retaining and expanding core employers. Its GFW Fellows program

engages college students in experiential learning and encourages them to advance their careers in Allen County, Indiana.



By providing a high quality, basic adult education, the **Latino Center of the Midlands** in Omaha helps Spanish-speaking adults overcome barriers to employment. Its new

Construction Training Academy will teach technical and conversational English, as well as the construction skills that graduates need to compete for jobs that pay a living wage.



Family Success Center





# EMPOWERING AND ENGAGING EMPLOYEES



We are committed to a workplace where differences are celebrated and employees are empowered to be their best. We encourage our people to take purposeful actions to create a brighter future for themselves, for our customers and for our communities.



Watch the video



# EMPOWERING AND ENGAGING EMPLOYEES



## Empowering employees

We value a diverse, inclusive workforce and provide benefits and programs to empower our employees to take charge of their health, financial future and career, and to maintain a healthy work-life balance.

### EMPLOYEE HEALTH AND WELL-BEING

We invest in our employees' futures through a broad range of health and well-being programs as well as wealth accumulation and protection plans. These benefits and programs are designed to give our employees the opportunity to lead healthy, purpose-filled lives.

Our employees receive a personalized *Your Total Rewards* statement that provides a comprehensive look at their direct and indirect compensation—the total investment that we make in them as employees. Highlighted below are some of the many programs we offer to our employees.

#### Physical well-being

We offer comprehensive health and wellness benefits, including a medical plan with domestic partner eligibility, plus optional dental and vision, Health Savings Account (HSA) and healthcare flexible spending accounts.

Our health and welfare benefit plans cover in-network preventive care, and our wellness program provides access to personal health coaches, on-site health screenings and flu shots, discounts on Weight Watchers memberships and reimbursements for gym memberships.

We introduced a PreventT2 diabetes prevention program in our Greensboro, North Carolina, office in 2015 and expanded it to our Fort Wayne, Indiana, office in 2016. We are working to expand this program and, in 2018, the program also will be offered at our corporate headquarters in Radnor, Pennsylvania.

We aim to be fit-friendly in all our locations and encourage all employees to participate in the many wellness programs we offer.

#### Social well-being

Social well-being contributes significantly to employee success and satisfaction. Through our Employee Assistance program, we offer a range of support options to help our people handle everyday issues and crisis situations. These range from stress management and marital and couples counseling to family and parenting issues and referrals for dependent care and elder care services.

Eligible employees can also take advantage of paid parental leave and adoption assistance programs for these exciting life events.

#### Financial well-being

We've designed programs to help employees to take charge of their financial future. Employees can plan and save to enjoy financial flexibility in meeting their retirement goals and preparing for the unexpected. Dedicated Lincoln Retirement Consultants are available for one-on-one consultations to help evaluate their retirement readiness.

#### Eligible employees can protect their income with:



Company-provided life insurance



Short- and long-term disability plans



Savings account programs

including a 401(k) plan with a company match and other convenient features





# EMPOWERING AND ENGAGING EMPLOYEES



## Fostering development and growth

We love what we do at Lincoln Financial Group. Employees know that our work is meaningful and inspires our clients to take charge of their lives. Alongside dedicated and talented colleagues, they are building fulfilling careers and stronger communities. They are supported by a company that values their unique perspectives, insights and contributions, and invests in programs that energize them to accomplish more.

### LAUNCHING A CAREER WITH LINCOLN FINANCIAL

Lincoln Financial offers rewarding programs to help students and recent graduates launch their careers:

- Summer internships for qualified college students
- Two-year rotational Lincoln Preparation Program to accelerate candidates' professional development and prepare them for advancement
- Two-year Actuarial Development Program to prepare employees for a Fellowship in the Society of Actuaries
- Sales Representative Development Program to prepare employees for a career in sales

[Learn more about career opportunities at Lincoln Financial Group.](#) >

## DEVELOPING TALENT

Our vision is to be a destination employer by fostering a premier learning culture—one that enhances leadership effectiveness, accelerates employee development and helps drive business performance.

Our training and development efforts focus on:

- Building managerial capability and enhancing leadership effectiveness across the organization
- Optimizing curriculum to accelerate talent readiness through targeted development solutions
- Developing a premier learning culture that fosters continuous learning and provides skills for emerging workforce needs

Career development is a collaborative process between Lincoln Financial employees and their managers, backed by a wealth of resources to help them reach their potential. Our employees have access to a range of learning and development opportunities through our Leadership Excellence and Development program, which includes instructor-led courses, e-learning, tuition assistance and more, including those developed in partnership with leading institutions such as Wharton Executive Education and Harvard Business Publishing. Our Career Framework provides employees with tools and resources to help them discover, assess, plan and invest in their careers.





# EMPOWERING AND ENGAGING EMPLOYEES



## EQUIPPING A NEW GENERATION

We help prepare young people for careers in rewarding professions including information technology and actuarial science, through hands-on activities and one-on-one interaction with experienced professionals. These programs don't just benefit students — they also engage and enrich our employees.

For instance, every fall, over the course of 24 hours, high school and college students from across North Carolina and surrounding areas get the chance to put their coding and programming skills to the test in CodeLinc, a hackathon-style competition to solve a technology-related challenge for a Greensboro nonprofit organization. In 2017, participants were challenged to deliver a technology solution to help alleviate hunger in Guilford County, North Carolina.

During the all-night development session, Lincoln Financial employees coached student teams by providing advice, technical assistance and encouragement. Along the way, our employees helped introduce a new generation of talent to potential careers in IT and to Lincoln Financial as an employer of choice.



## ACCELERATING DIVERSITY IN THE ACTUARIAL PROFESSION

Lincoln Financial supports the International Association of Black Actuaries by introducing young people to careers in actuarial services and promoting diversity in the profession. In 2017, our Omaha,

Hartford, Greensboro and Fort Wayne offices hosted the fourth annual Actuarial Case Competition for high school students and provided a summer internship for one student from each participating school.

[Learn more about the ways Lincoln Financial empowers our employees. >](#)

NEARLY 100,000 HOURS OF IN-HOUSE COMPLIANCE, CYBERSECURITY, LEADERSHIP, SKILLS-BASED AND MANAGEMENT TRAINING WERE PROVIDED TO EMPLOYEES IN 2017.





# EMPOWERING AND ENGAGING EMPLOYEES



## Diversity and inclusion

Our commitment to diversity and inclusion is critical to our ultimate success. It creates a vibrant work culture that upends conventional thinking, drives innovation, and helps our employees, customers and community members achieve their potential.

### REAFFIRMING OUR COMMITMENT

CEO Dennis R. Glass was among 175 chief executives to sign the CEO Action for Diversity and Inclusion™, the largest CEO-driven business commitment to diversity and inclusion. The CEO Action for Diversity & Inclusion™ is led by a steering committee of CEOs and leaders from Accenture, BCG, Deloitte US, The Executive Leadership Council, EY, General Atlantic, KPMG, New York Life, P&G and PwC. The coalition represents more than 50 industries, in all 50 states, and millions of employees globally, including more than 9,500 at Lincoln Financial. This CEO-driven business commitment aims to advance diversity and inclusion within the workplace and outlines specific actions necessary to create a trusting environment where all ideas are welcomed and employees feel comfortable to discuss difficult and sometimes challenging issues.

[To learn more about the pledge, visit CEOAction.com. >](#)

### LEADERSHIP ACCOUNTABILITY

Leadership involvement and accountability differentiate our efforts and drive tangible results. Through the Lincoln Financial Diversity Council, our executive and

senior leaders ensure that diversity and inclusion remain business priorities, are aligned to their divisional goals and are applied throughout our business units. Lincoln National Corporation's Board of Directors (the "Board") provides executive reviews of stated priorities, progress and strategic plans for diversity and inclusion for the enterprise.

### EMPLOYEE-DRIVEN DIVERSITY

We offer our employees many ways to get involved, use their professional skills and put their creativity to use as they work together to celebrate and advance diversity throughout our organization.

### Business unit diversity teams

Teams of employees execute on the priorities stated in their respective business unit's diversity and inclusion plan. For example, the financial planning professionals of the Lincoln Financial Network (LFN) support the unique needs of female financial advisors and clients through the WISE (Women Inspiring, Supporting, and Educating) Group. The positive impact of WISE is evident as 11 independent registered representatives from LFN were recognized as part of Women in Insurance



## FORT WAYNE COMMITMENT AND INCLUSIVITY PLEDGE

Lincoln Financial also joined more than 40 community leaders, organizations and businesses members in signing the Fort Wayne Commitment and Inclusivity Pledge, dedicated to attracting, developing and retaining emerging leaders in Northeast Indiana.

[Read more about the pledge. >](#)





# EMPOWERING AND ENGAGING EMPLOYEES



& Financial Services' "Circle of Excellence" at its 2017 National Conference. All LFN advisors who qualified for this honor are members of the WISE Group.

## Diverse professional organizations

Employees engage with external organizations that align with our industry and talent needs to help us define, pursue and execute recruitment and business opportunities. Lincoln Financial partners with a wide range of organizations, including Prospanica, the National Black MBA Association, the International Association of Black Actuaries and the National Association of Black Accountants.

## Multicultural awareness committees

Committees of employees in each of our locations take the lead to plan, communicate and educate our population to celebrate cultural awareness.

## Constituency leadership groups

In many of our locations, employees come together to offer professional development and volunteer opportunities across diverse groups.

## Business resource groups

Employees contribute to our workplace, marketplace and community by lending their perspective to delivering culturally-relevant recommendations for outreach to the constituencies they represent. Lincoln Financial added a seventh group in 2017 focused on veterans. We believe that veterans bring skillsets and qualities that add

significant value to our organization. The experiences veterans obtain through service supplement and enrich the diversity of thought throughout our enterprise. All employees are welcome to join this and any of our other six groups that support our efforts among women, people with disabilities and African-Americans, as well as the Latino, Asian and LGBT communities.

## WELCOMING DIVERSE SUPPLIERS

Lincoln Financial is committed to diversity in our supply chain. We believe that a diverse and inclusive supply base enhances our brand and reputation, supports our long-standing commitment to the communities where we live and work and expands the breadth of our sourcing options.

We collaborate with professional organizations to help identify diverse suppliers to participate in bids to compete for our business. In 2017, representatives from our Procurement and Diversity and Inclusion organizations attended the National Minority Supplier Development Council's Conference and Business Opportunity Exchange, the nation's premier forum on minority supplier development.

This networking opportunity enhanced our ongoing efforts to proactively source products and services from businesses that reflect the demographics of our markets and contributes to the sustainability of communities, customers and our company.

[Learn how Lincoln Financial is expanding our supplier diversity. >](#)





# EMPOWERING AND ENGAGING EMPLOYEES



## Lincoln financial recognized as a “best place to work”

We’re proud to be recognized for providing employees with the best possible work experience—one that is engaging, respectful, inclusive and rewarding.

### A GREAT PLACE TO WORK

Lincoln Financial was named one of the Forbes America’s Best Employers for 2017 in the Banking and Financial Services sector. The list spotlights the top U.S. companies across 25 industries. This recognition highlights Lincoln Financial’s authentic, empowering and optimistic culture and our commitment to investing in employees’ long-term growth.

**79 percent of employees recommend**



Lincoln Financial as a great place to work versus the client industry benchmark of 72 percent.

### PROMOTING HUMAN RIGHTS

Our commitment to human rights earned Lincoln Financial a perfect 100 percent score on the Human Rights Campaign’s Corporate Equality Index, an annual scorecard on LGBT workplace equality. This marks the sixth consecutive year in which Lincoln was recognized and the second consecutive year of achieving a perfect score. This award recognizes the many LGBT-related practices and policies at Lincoln Financial, including: our Non-Discrimination/Equal Employment Opportunity Policy, insurance products and financial service offerings tailored for the LGBT community, spousal and partner benefits, transgender-inclusive benefits and our organizational LGBT competency.

### WELCOMING PEOPLE WITH DISABILITIES

For the second consecutive year, we achieved a perfect score of 100 percent and the honor of “Best Places to Work” on the 2017 Disability Equality Index (DEI) for our commitment to creating a welcoming, inclusive work environment for people with disabilities. This award recognizes Lincoln Financial’s practices that promote equal opportunity employment, embrace diversity and encourage people with disabilities to be themselves, and acknowledges our comprehensive policies to assist people with disabilities.





# EMPOWERING AND ENGAGING EMPLOYEES



## Engaging employees

Engaged employees give their best every day and are critical to Lincoln Financial’s business success. In 2016, we repeated our biennial employee engagement survey, giving our people the opportunity to share their views on what it’s like to work at Lincoln Financial.

Our overall engagement index exceeded the survey company’s industry benchmark. The survey revealed an exceptional level of pride in the service we provide to customers, in our philanthropic and community efforts, and in the value that Lincoln Financial places on diversity and inclusion.

Working together, we continue to make Lincoln Financial a place where our employees are proud and excited to work and grow professionally, while making a difference in the lives of our clients.

## EMPLOYEES SHARE THEIR SKILLS

Our employees apply a wide range of professional skills and expertise to address community needs. Lincoln Financial attorneys, actuaries, IT specialists, human resources professionals, financial advisors and many others often provide support to nonprofit organizations and work directly with the people served by the groups we fund. By volunteering their skills in law, predictive analysis, computer coding, career development, financial management and additional areas, our employees take a proactive approach to bettering their communities.

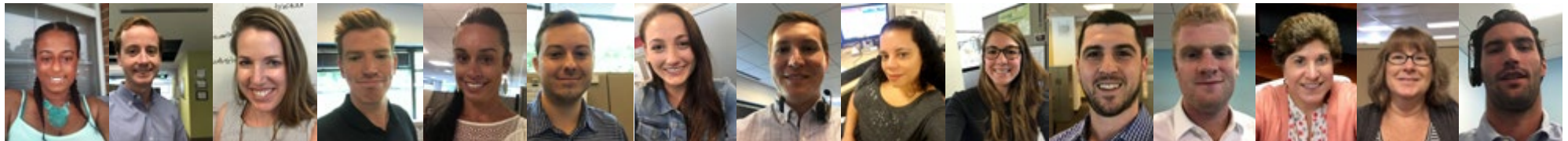
## NAVIGATING LEGAL COMPLEXITIES

Many of Lincoln Financial’s attorneys volunteer their legal expertise to help both community organizations and their clients navigate complex situations.

Since 2011, a member of our legal team has led important initiatives on a pro bono basis for the nonprofit law firm Indiana Legal Services, the largest provider of free civil legal assistance to eligible low-income people

in Indiana. Working through Legal Aid of North Carolina, our Greensboro litigation team creates estate planning documents including wills, powers of attorney, advanced directives and health care powers of attorney—critical documents that can ease decision-making and better prepare people to deal with difficult issues. In 2017, the Homeless Advocacy Project (HAP) in Philadelphia recognized Nancy Smith, Vice President, Legal, for her contributions to HAP’s pro bono legal clinics and for serving on its board of directors since 2011.

An active member of the nonprofit Philadelphia Corporation for Aging’s Task Force, Senior Vice President and Chief Counsel Carrie Chelko has worked for regulatory change designed to enhance the protection of senior investors and received the 2017 Women of Distinction Award from the *Philadelphia Business Journal* for her ability to generate positive change.





# EMPOWERING AND ENGAGING EMPLOYEES



## LENDING FINANCIAL EXPERTISE

Other Lincoln Financial professionals share their managerial and financial acumen in ways that help organizations make better informed decisions and save money.

In Hartford, a vice president of product development serves as a board member of Billings Forge Community Works, which provides job training, food access programs and sustainable social enterprises to help people positively change their lives, and the Connecticut Insurance & Financial Services group, a business association that advances the insurance and financial service industry as a critical employer and economic driver in Connecticut.

Through his position on a local Finance Committee and as a member of the Mansfield Board of Selectmen in Massachusetts, a Lincoln Financial AVP of actuarial management saved his local government and taxpayers \$2 million in health insurance costs. He also serves on industry and policy committees that help educate the public on insurance and financial needs. In North Carolina, a vice president of in-force management has served as board treasurer for the organization that founded Hope Academy, which prepares socio-economically disadvantaged students for greater success in high school.

## PROVIDING IT ASSISTANCE

Dress for Success works through more than 150 cities in 30 countries, as it empowers women to achieve economic independence through support, professional attire and development tools. However, its websites were only available in English. Three Lincoln IT members from the Radnor office partnered with Dress for Success employees to implement multilingual support for more than 100 languages, using Google translation services for a nominal upfront and ongoing cost. Each Dress for Success location can now specify which language(s) to support in its website as well as refine the automatic translation results as needed.

Several IT professionals have also hosted annual hackathon events to help students sharpen their coding and computer programming skills.

[Learn more on page 29 of this report. >](#)





# EMPOWERING AND ENGAGING EMPLOYEES



## GIVING BACK TO OUR COMMUNITIES

Through tireless volunteer efforts and generous charitable donations, our employees have shown a knack for lending a helping hand to the people who need it most.

## BUILDING COMMUNITY IN OMAHA

For more than six years, Omaha office employees have been sawing, hammering, and painting to build homes for Habitat for Humanity of Omaha. Each June, as many as 100 Lincoln Financial employees don their hard hats and tool belts as they labor side-by-side with future homeowners to construct new homes. Over the years, our employees have helped to gradually transform an entire community — one home and one family at a time. Part of Habitat Omaha’s multi-year neighborhood revitalization plan is to construct houses for nearly 50 families within a 10-block area in North Omaha. No skills are required — just a willingness to help others. Our support is two-fold — the Lincoln Financial Foundation has provided grant funding to Habitat Omaha’s Home Builders Blitz since 2013, in addition to earlier grants.



“It is fulfilling to come out, get involved in our community, and see what we can do for others when we all work together.”

- JOSEPH ASHLEY





# EMPOWERING AND ENGAGING EMPLOYEES



## SERVING FOOD AND FRIENDSHIP IN CONCORD

When homeless and low-income people arrive at the Friendly Kitchen in Concord, New Hampshire, they are nourished with more than a warm, home-cooked meal prepared by volunteers. They often see a familiar face, as Lincoln Financial employees have planned, prepared and served meals to nearly 100 people for one evening per month for more than five years. The hands-on help began shortly after the Lincoln Financial Foundation contributed \$100,000 in 2011 to build a new facility after the previous one was destroyed by fire. Since this one-time grant, Concord employees have supported the volunteer-driven food kitchen in a direct, personal way each month.

“The meals we serve at the Friendly Kitchen nourish the body, as well as the mind and soul. I can’t imagine going to bed hungry, and our work helps some people bridge to their next paycheck.”  
- HELGA BOUCHARD





# EMPOWERING AND ENGAGING EMPLOYEES



## EMPLOYEES IN ACTION

### HELP FOR HURRICANE VICTIMS

When Hurricanes Harvey, Irma and Maria dealt consecutive blows to southern states and Puerto Rico, our employees responded with overwhelming generosity. Employees provided nearly \$150,000 in much-needed cash donations, which were matched dollar for dollar by the Lincoln Financial Foundation. In addition, Lincoln Financial contributed \$25,000 to the American Red Cross disaster relief efforts for each hurricane.

During the devastation wrought by Hurricane Harvey, our employees sprang into action, assisting coworkers, neighbors and complete strangers. For example, military veteran Jonathan Bradshaw, a Leadership Preparation Program participant in the Fort Wayne office, teamed up with other veterans and traveled to Houston, his former hometown, to help people save their homes. By removing floors, stripping sheet rock and spraying a mold-killing compound, Bradshaw and his comrades saved 14 of 15 homes they worked on from being condemned. In Houston, Lincoln Financial Distributors sales representative David Bond left his home filled with waist-high water, but chose to stay in the area to help others. Bond hopped on a boat with others and went house to house in some of the hardest-hit areas to pull people from their water-filled homes to safety. Their initiative and concern for others show the best of what it means to Be Lincoln.





# EMPOWERING AND ENGAGING EMPLOYEES



## GIVING BACK THROUGH THE UNITED WAY

Since our founding, Lincoln Financial has promoted the spirit and value of giving back. This is particularly evident in our employees' financial and volunteer support for United Way. In 2017, our employees nationwide donated more than \$1 million to United Way and its partner agencies, the fifth consecutive year that employee giving has surpassed the \$1 million mark. During the annual United Way Days of Caring event, hundreds of employees across the company volunteer their time at local nonprofit agencies.

For example, employees from our Concord office received a personal "thank you" from New Hampshire Governor Chris Sununu for their strong support of United Way. Not only did Lincoln Financial employees roll up their sleeves to do landscaping, gardening, painting, cleaning and other tasks at 14 different agencies supported by the Granite United Way, they also gave generously. Our Concord office employees achieved the highest United Way campaign participation rate in the company.





# EMPOWERING AND ENGAGING EMPLOYEES



## Workplace culture

### HUMAN RIGHTS AND LABOR PRACTICES

Lincoln Financial's commitment to upholding human rights is embedded in our company culture. Our policies, practices and community programs reflect our belief that all people should be treated with respect and dignity. We look to exemplify this belief throughout all our relationships—every employee interaction, partner relationship and customer engagement.

We constantly work to provide a safe, inclusive and respectful workplace for our employees. Each of our employees is respected, valued, accepted and rewarded according to his or her contribution to the attainment of Lincoln Financial's goals and objectives.

We conduct business in a manner consistent with the principles expressed in the Universal Declaration of Human Rights. Our respect for these principles is demonstrated by our ongoing support for diversity and inclusion in our workforce, as reflected in our Code of Conduct and the practices described in this corporate social responsibility report. They are also reflected in our efforts to improve the lives and well-being of the individuals in the communities where we live and work in the areas of education and human services.\*

[View our Code of Conduct. >](#)

### PROVIDING EQUAL OPPORTUNITY

We are firmly committed to Equal Employment Opportunity and advancement for racial and ethnic minorities, women, individuals with disabilities, veterans and any other group protected by federal, state or local law. We also work to accommodate qualified individuals with disabilities to enable them to perform the essential functions of their jobs.

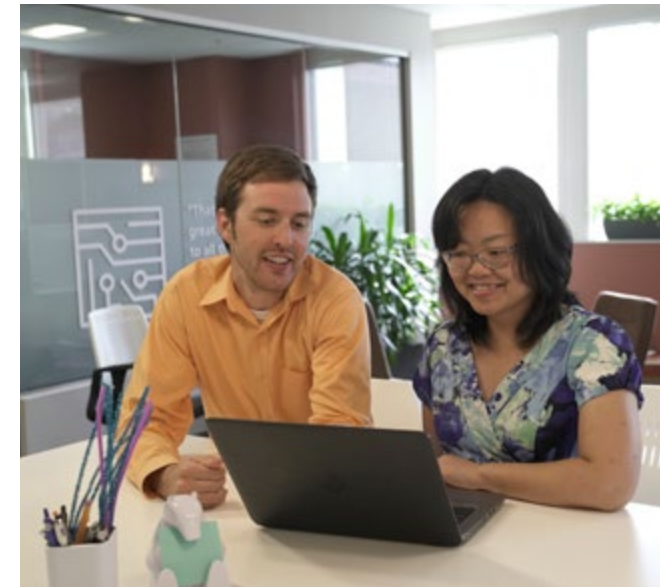
We prohibit all forms of discrimination and harassment, and are fully committed to diversity in the workplace. Our requirements and expectations regarding fair employment are clearly outlined in our Code of Conduct and are included in our training for all employees. We believe that diversity and inclusion strengthens our organizational culture, helps us to attract the best and brightest talent, and creates a rewarding, vibrant work experience for all.

Lincoln Financial is also committed to diversity in our supplier base. We collaborate with minority supplier networks to help us identify potential suppliers from various minority- and women-owned businesses.

[For more information, see page 30. >](#)

### WORK-LIFE BALANCE

Taking time away from work is important for employees to maintain health and well-being. Sometimes a different work schedule may make it easier for an employee to meet their family and personal needs in addition to their work responsibilities. To help employees manage these sometimes-competing demands, we offer a Flexible Work Arrangement Policy.



\*Lincoln Financial is also committed to complying with all labor laws in all the jurisdictions in which we operate. These laws include, but are not limited to, Title VII of the Civil Rights Act of 1964, the Family and Medical Leave Act, the Americans with Disabilities Act, the Fair Labor Standards Act and the National Labor Relations Act.





# CARING FOR THE ENVIRONMENT



We know that our actions today shape the world of tomorrow and extend beyond our regular business interactions. In ways small and large, we're committed to reducing our impact on the environment and helping improve people's lives.



# CARING FOR THE ENVIRONMENT



## Our environmental goals

In every aspect of our business, Lincoln Financial works to meet the long-term needs of our policyholders, shareholders, employees and communities. Even our actions related to the environment focus on ensuring the strength of our organization, so that we can deliver on all our promises.

As a service sector business, our biggest environmental impacts arise from our office operations. Guided by that knowledge, in 2014 we set three measurable, time-bound goals that address our area of greatest impact: our energy use. We have already achieved one goal and are making steady progress toward the other two.

OBJECTIVE	COMMITMENT	PROGRESS
Reduce energy use and related carbon emissions	Reduce electricity use by 10% across our Greensboro, North Carolina, campus by 2020, against a 2014 baseline	Reduced by 9.04%
Identify opportunities to improve building performance	Achieve ENERGY STAR rating for 100% of Lincoln Financial-owned and -operated buildings by 2017	Completed. 100% of eligible buildings are rated on ENERGY STAR Portfolio Manager <sup>1</sup>
Address the company's climate impacts	Reduce Scope 2 greenhouse gas emissions intensity per employee by 20% by 2020, against a 2014 baseline	Reduced by 4.76% <sup>2</sup>

<sup>1</sup>Because Lincoln Financial is a tenant in many of the buildings we occupy, this goal encompasses only those buildings at which we receive and pay the utility bills and for which a rating can be obtained based on the building type.

<sup>2</sup>Planned reductions relative to time elapsed are skewed toward the latter half of the period. We are on track to achieve the target reductions by 2020.

## THE ACTIONS WE TAKE BENEFIT PEOPLE, OUR PLANET AND OUR BUSINESS.

**Social:** A healthier environment for our employees and communities

**Environmental:** Reduced use of energy and natural resources, and lower emissions

**Economic:** Reduced operational costs and enhanced financial strength





# CARING FOR THE ENVIRONMENT



## REDUCING OUR ENERGY USE

In 2015, Lincoln Financial set a goal to reduce electricity in the largest facility we own—our three-building campus in Greensboro. We aim to decrease electricity by 10 percent by 2020, against a 2014 baseline. This effort coincides with an extensive five-year renovation that will completely transform the facility. With the first phase of construction complete at the end of 2017, we had already reduced energy use by 9.04 percent.

[Learn more about the renovation.](#) >

## IMPROVING BUILDING PERFORMANCE

As a fundamental step in managing our building energy performance, we established a system for tracking our energy usage and understanding how that compares with other commercial buildings. For several years, we have monitored and benchmarked our energy consumption using the U.S. Environmental Protection Agency’s (EPA) ENERGY STAR Portfolio Manager, an industry-leading energy measurement and tracking tool for commercial buildings. At the beginning of 2016, we set a goal to have all Lincoln Financial-owned and -operated properties ENERGY STAR-rated by the end of 2017.<sup>1</sup> We are proud to report that we have achieved this goal and 100 percent of our eligible buildings are now rated on ENERGY STAR Portfolio Manager.

Several of these buildings operate at a higher level of energy performance and have also obtained

ENERGY STAR certification. ENERGY STAR certified buildings save energy, save money, and help protect the environment by generating fewer greenhouse gas emissions than typical buildings. These facilities include the Greene and Elm buildings in Greensboro, Clinton and Harrison buildings in Fort Wayne, Indiana, and three buildings in our Omaha, Nebraska, location.

## ADDRESSING CLIMATE CHANGE

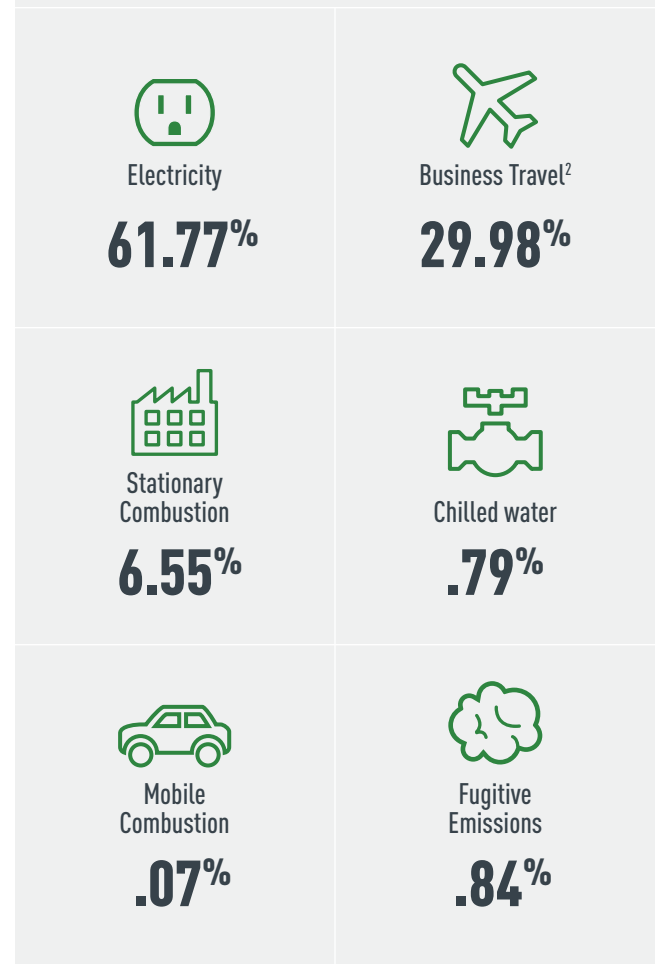
Our company is committed to understanding and managing our greenhouse gas (carbon) emissions. We calculate our greenhouse gas inventory annually and work to reduce our emissions. Lincoln Financial also publicly reports our carbon emissions totals and reduction strategy through CDP, a global disclosure system for self-reporting environmental data. For more information on our response to climate change, see the Managing Risk section on page 51 of this report.

We are proud to report that since this effort began in 2011, we already have achieved significant results. We have improved the way we collect data and manage the emissions from the sources we control or own (Scope 1) and from the energy we purchase (Scope 2).

<sup>1</sup> Because Lincoln Financial is a tenant in many of the buildings we occupy, this goal encompasses only those buildings at which we receive and pay the utility bills and for which a rating can be obtained based on the building type.

<sup>2</sup> Includes commercial air and personal vehicle travel but not rail and rental car use.

## 2017 GHG EMISSIONS BY SOURCE (TONS CO<sub>2</sub>e)





# CARING FOR THE ENVIRONMENT



## Making responsible choices

Over the past year, several Lincoln Financial departments worked separately but with a common purpose: to introduce new practices, focus on customer service and conserve natural resources by reducing the use of paper throughout our operations. By capitalizing on technology, responding to regulatory changes and considering customer preferences, Lincoln Financial teams found ways to adapt operations and offer employees and customers the ability to make environmentally responsible choices.

### GOING PAPERLESS

In late 2016, Lincoln Financial challenged employees to “Go Paperless” at tax time and reduce their environmental impact by receiving their annual W-2 and 1095-C tax forms electronically. Within one month, the combined participation rose dramatically, and now more than half of Lincoln’s 9,000+ employees receive these documents electronically. In addition to reducing paper consumption, e-delivery lowers printing and postage costs for the company.

### CHANGING PRINTING HABITS

Lincoln Financial is conducting an enterprise-wide initiative to reduce paper consumption by changing both our print devices and our overall print culture. As part of our standard end-of-lease process, we replaced older devices with more efficient models that are configured to use less toner and are being programmed to print on both sides of the paper as a default. In addition, we challenged employees to determine

whether certain documents need to be printed at all. Guided by a company policy endorsing these practices, we are working to encourage resource conservation by changing employee printing habits.

### PERSONALIZED ANNUITY INFORMATION

Our individual annuity customers experienced a welcome change this past year when we improved the distribution of their quarterly statements. By capitalizing on regulatory changes and fully utilizing vendor capabilities, we now provide personalized mailings so that each annuity client receives only the quarterly statement inserts they need. Among other benefits, the new statement distribution process improves customer service.

### E-DELIVERY FOR ADVISORS

Providing copies of individual annuity quarterly statements to more than 35,000 advisors used to consume a lot of postage and paper, but this changed

during 2017 when Lincoln Financial’s Individual Annuity Operations transitioned a portion of their advisor population to online delivery. For many advisors, electronic delivery is now the default option for quarterly statements. Individual Annuity Operations remains focused on transitioning more advisors to this delivery method, which offers current and archived statements dating back to the inception date of the contract.

In each instance, Lincoln Financial’s culture of commitment to outstanding customer service and operational excellence remains constant. Meanwhile, we expect that our operations will continue to evolve as we adopt new technologies, embrace a digital future and adapt to the changing communication preferences of our employees and customers.





## CARING FOR THE ENVIRONMENT



### MAKING EVENTS MORE SUSTAINABLE

Each year, thousands of Lincoln Financial employees, agents and other participants gather at company functions across the country to stay current on important corporate initiatives and build in-person relationships. There are business benefits to these meetings, but also environmental impacts. Lincoln Financial's Events team continues to research and implement sustainable event best practices, often selecting destinations that minimize travel distance for most participants, and encouraging the use of local mass transit services.

The Events team works closely with hotel management — maintaining accurate order, attendance and consumption records — to minimize food waste, water consumption, laundry use, plastic water bottles and other impacts.

Through technology adoption, including mobile apps, the team has reduced printed event agendas and materials significantly since 2014. These digital tools have been used nearly 100 times since then, providing an interactive mobile platform from which attendees

can access everything they need for the conference. The apps also provide environmentally conscious tips and reward users for opting out of housekeeping services.

When implemented across an entire enterprise, separate initiatives can collectively make a big environmental impact. At Lincoln Financial, we continue our work to further reduce our environmental footprint while enhancing our business performance.





# CARING FOR THE ENVIRONMENT



## Achieving more together

Lincoln Financial encourages our employees to practice environmentally friendly behaviors in the workplace, at home and in their communities. Employee participation is critical to the success of our corporate-wide recycling efforts. Through their conscientious support of our recycling initiatives, employees help Lincoln Financial better manage our waste and conserve natural resources.



## WHAT WE RECYCLED IN 2017



**314**  
TONS

Paper and cardboard



**98**  
TONS

Scrap metal



**8**  
TONS

Electronics



**.15**  
TONS

Batteries



**10,563**

Light bulbs



**466**

Ink cartridges





# CARING FOR THE ENVIRONMENT



## CREATING A CLEANER WORLD

Lincoln Financial employees work within our key cities to create a cleaner, healthier world at events on Earth Day and throughout the year. During 2017, employees participated in a variety of activities, including community and park cleanups, recycling drives and environmental education events.

## CELEBRATING EARTH DAY

Lincoln Financial expanded our support of the worldwide Earth Day celebration held each April by sponsoring our first company-wide initiative to encourage environmental protection. We invited employees to take personal action through a new *“Make a Pledge, Plant a Tree”* campaign. For every employee who made a pledge, Lincoln Financial donated one tree to the Arbor Day Foundation’s Trees in Celebration program, which planted evergreen trees in the Tahoe National Forest in California.

## EMPLOYEES PLEDGE PERSONAL ACTION

Lincoln employees responded enthusiastically to our *“Make a Pledge, Plant a Tree”* initiative. Many committed to help improve the environment at home and in the office. Some of their pledges included: taking the stairs, participating in meatless Mondays, unplugging equipment when not in use, and carrying a reusable coffee mug or water bottle.





# CARING FOR THE ENVIRONMENT



To motivate their colleagues, local Employee Activities Committees and Multicultural Awareness Committees planned activities as well. The Fort Wayne office held an Earth Day fair to share information about local trails, biking to work, the office Green Team, composting and rain gardens. In Greensboro, teams of Lincoln employees headed out into the community to remove litter and beautify two sites along the Downtown Greenway walking trail. Omaha office employees connected with their coworkers by sharing useful tips about being green at work, community recycling events and local Earth Day activities and celebrations.



## FORT WAYNE EMPLOYEES BIKE TO WORK

Our Fort Wayne office promotes employee wellness and cleaner air by making it easy for employees to bike to work — the office provides indoor, secure bike racks and shower facilities in its fitness center. To further encourage employees, in 2017 the Fort Wayne Green Team sponsored its sixth annual Bike to Work Day in conjunction with Bike Fort Wayne.





# CARING FOR THE ENVIRONMENT



## Measuring our footprint

### GHG emissions (tons CO<sub>2</sub>e)

	2014	2015	2016	2017
Scope 1 <sup>1</sup>	3,832	3,466	2,667	2,912
Scope 2 <sup>2</sup>	12,694	12,598	11,153	11,097
Scope 3 <sup>3</sup>	30,846	30,593	28,097	26,225
<b>Total</b>	<b>47,372</b>	<b>46,657</b>	<b>41,917</b>	<b>40,234</b>

### Energy usage (MWh)

	2014	2015	2016	2017
Chilled water <sup>4</sup>	459	418	2,107	2,000
Mobile	8,920	7,052	5,709	6,765
Stationary	18,163	15,727	14,882	13,622
Electricity	64,564	63,358	61,098	57,976
<b>Total</b>	<b>92,105</b>	<b>86,555</b>	<b>83,796</b>	<b>80,363</b>

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

<sup>1</sup>Previously reported data has been adjusted to reflect new information received after the last reporting period.

<sup>2</sup>EPA eGRID emissions factors for electricity were updated in late 2017 and 2018. Changes to electricity emissions were adjusted retroactively back to 2014. Additionally, previously reported data has been adjusted to reflect new information received after the last reporting period.

<sup>3</sup>Scope 3 includes commercial air travel, personal vehicle travel and upstream leased assets.

### Waste and recycling (US tons)<sup>5</sup>

	2014	2015	2016	2017
Landfill	3,232	4,349	1,424	1,852
Recycling	950	848	965	832
Waste to energy	–	92	155	106
<b>Total</b>	<b>4,182</b>	<b>5,289</b>	<b>2,544</b>	<b>2,790</b>

### Water usage (gal)<sup>6</sup>

	2014	2015	2016	2017
Total for sites with actual data	37,642,351	43,276,240	48,370,974	46,975,965
Estimate for other sites	8,830,800	8,500,800	8,654,800	8,681,200
<b>Total</b>	<b>46,473,151</b>	<b>51,777,040</b>	<b>57,025,774</b>	<b>55,657,165</b>

<sup>4</sup>Emissions related to chilled water had been reported as steam in previous reports.

<sup>5</sup>Increase in landfill numbers in 2017 results from the availability of more actual data (vs. estimates), shifts to Waste to Energy in two locations, and a more accurate formula for estimating landfill in locations where actual data is not available.

<sup>6</sup>Water use increased as a result of obtaining more actual data from locations where data had previously estimated. Furthermore, significant water leaks were discovered and repaired in one location in 2016 and 2017.





# RESPONSIBLE BUSINESS PRACTICES



Our responsible business practices touch every aspect of our business and provide a solid footing for all of our actions. They give us the framework to operate with consistency and purpose, from our governance, risk management and investment approaches to the way we manage customer information.



# RESPONSIBLE BUSINESS PRACTICES



## Corporate governance

Integrity, respect and responsibility are not just guiding principles at Lincoln Financial; they unify and inspire us to help people take charge of their lives.

### ETHICS AND CODE OF CONDUCT

The Lincoln Financial [Code of Conduct](#) and Conflict of Interest Policy are the center of our ethical culture. The Code of Conduct is more than a set of policies or rules; it is a roadmap that ensures we remain on the path to accomplish our work responsibly.

### Mandatory Code of Conduct training

Lincoln Financial's legal department provides all 9,000+ employees with mandatory training throughout the year on the Code of Conduct and related policies. The training covers topics including anti-money laundering, anti-fraud, privacy, insider trading, the Code of Conduct and ethics, and conflicts of interest. Many of our employees also receive role-based training from other departments, such as Human Resources and Information Security.

### Communicating our expectations

We reiterate the tenets of our Code of Conduct along with our expectation that our employees and agents will behave in accordance with the shared values and principles set forth. We have also designed support systems to make it easy for employees to "do the right thing" every time. Lincoln Financial's Enterprise

Compliance group focuses on empowering employees with the information and tools they need to promote a culture of integrity at Lincoln Financial.

### Online access to policies

Our employees have access to all of our policies, including our Code of Conduct, through our intranet. Other notable policies include Lincoln Financial's Conflict of Interest Policy, Political Contribution Policy, and policies related to improper payments and the Foreign Corrupt Practices Act.

### Ethics Helpline with live agents

An Ethics Helpline is available to employees and the public, and is staffed with live agents who answer questions and help navigate difficult situations in a confidential manner.

### Annual compliance risk assessment

Each year, a corporate compliance risk assessment is conducted to prioritize risk areas for the year. Matters related to bribery, anti-fraud, collusion, anti-kickback regulations, unfair practices, conflicts of interest and corruption are evaluated as part of this risk assessment.

### Ongoing compliance monitoring

To ensure colleagues are acting in accordance with internal guidelines, Lincoln Financial regularly collects information regarding compliance with the Code of Conduct and our policies. This information is analyzed

and the matters raised are investigated and resolved through the Office of the General Counsel. The legal department meets quarterly with senior management to review significant issues or trends relating to compliance with the Code and our policies. Based on this analysis, we determine whether our policies or training should be revised. The audit committee meets with the Chief Ethics & Compliance Officer at least 5 times per year to review quarterly reports on compliance matters and to discuss the effectiveness of our compliance program and how we manage key risks and policies. The Lincoln National Corporation Board of Directors (the "Board") also participates in the oversight of the Code of Conduct and approves changes to the Code.

### BOARD INDEPENDENCE

The Board has adopted a set of Corporate Governance Guidelines to promote the functioning of the board and our committees. The guidelines also set forth a common set of expectations as to how the board should perform its functions. Our board maintains independence standards, which are included in the guidelines. These independence standards require that a majority of our directors must 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.

[Learn more about our corporate governance. >](#)





# RESPONSIBLE BUSINESS PRACTICES



## Sustainability governance

The Corporate Governance Committee of the Board provides oversight of the company’s sustainability and corporate social responsibility (CSR) strategy. Lincoln Financial’s efforts focus on promoting sustainable communities and business practices in the areas of philanthropy, volunteerism and environmental impact. The Office of Corporate Responsibility is responsible for developing and implementing the company’s sustainability strategy, which includes the following:



### Issue identification

We regularly gather information on sustainability issues from a broad range of industry sources and stakeholders.



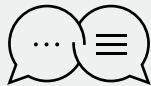
### Risk and opportunity assessment

We apply a structured, consistent process to evaluate and prioritize identified risks and opportunities across sustainability matters.



### Risk and opportunity management

We work together with business units and functional areas to determine priorities, address issues and integrate strategies that make good business sense.



### Stakeholder communication

We track and report internally and externally on key indicators related to our social and environmental impacts, including responding to specific information requests and third-party questionnaires.



### Governance and management

The Sustainability Advisory group, a cross-functional team comprised of business unit executives, meets quarterly with our CSR team to consider market developments, societal trends, and the potential impact, risk and opportunity related to identified issues for our company.

## OUR SUSTAINABILITY MANAGEMENT SYSTEM

Lincoln Financial recognizes the importance of regularly evaluating environmental, social and governance factors that may impact the business. To formalize this process, we developed and implemented an institutional Sustainability Management System (SMS). The SMS guides us in assessing and managing our environmental, social and economic performance with respect to identified areas of impact. The SMS framework serves as a guide for how to document our management processes and procedures, monitor their outcomes and continually evolve our performance over time. The system follows a plan-do-check-act (PDCA) framework and includes audit procedures for critical areas so that we can verify the accuracy of data and information we publish.





# RESPONSIBLE BUSINESS PRACTICES



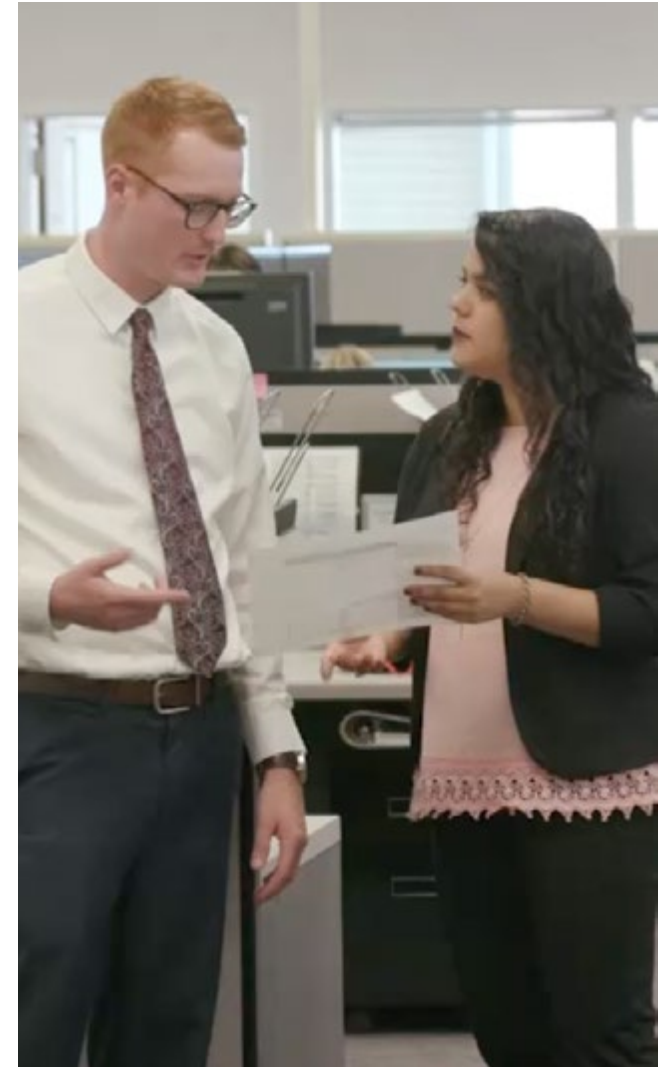
## Managing risk

Enterprise risk management is an integral part of our business processes. Senior management is primarily responsible for establishing policies and procedures designed to assess and manage the Company's significant risks. We also have a Corporate Enterprise Risk and Capital Committee, made up of members of senior management and the Chief Risk Officer, which provides oversight of our enterprise-wide

risk structure and of our processes to identify, measure, monitor and manage significant risks, including credit, market and operating risk. The Board's role is regular oversight of the overall risk management process, including reviews of operational, financial, legal and regulatory, cybersecurity, compensation, strategic and competitive risks.

### RISK MANAGEMENT TEAM RECOGNIZED FOR SECOND CONSECUTIVE YEAR

For two years in a row, Lincoln Financial has received the "Insurance Risk Management Team of the Year" award from the EQDerivatives Editorial Board. Our market risk management program uses hedging strategies to reduce risk and volatility from variable annuity products. This recognition reinforces the strength of our risk management program and the quality of our investment guarantees.





# RESPONSIBLE BUSINESS PRACTICES



## IDENTIFYING AND MANAGING POTENTIAL CLIMATE CHANGE RISKS

Through Lincoln Financial's 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 Lincoln Financial's SEC filings, including our Annual Report and Form 10-K, 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 Risk Self-Assessment process and the Emerging Risk Task Force.

The Office of Corporate Responsibility oversees enterprise-wide integration of sustainability practices along with climate change risk and opportunity assessment. The office routinely gathers and assesses information relating 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 Financial's 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.

## MANAGING RISK IN OUR PRODUCTS

As a financial services provider primarily engaged in the sale of products and services associated with life insurance, annuities, defined contribution, group life, disability and dental, our company is focused on a variety of risks associated with these businesses. The primary risks associated with these business lines 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 calculates capital requirements based on catastrophic and other extreme events, which would encompass climate-driven scenarios. Lincoln Financial's 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 10-K report, Lincoln Financial reinsures a significant

amount of the mortality risk on fully underwritten, newly issued, individual life insurance contracts. If Lincoln Financial were to experience adverse mortality or morbidity events, a significant portion of claims would be reimbursed by our reinsurers.

## INTEGRATING ESG INTO INVESTMENT DECISIONS

Lincoln Financial understands the importance of considering environmental, social and governance (ESG) factors in our investments. Our portfolio management professionals, as well as our internal and third-party asset managers, are guided by our ESG Investment Policy as they integrate ESG considerations into their due diligence, monitoring processes and investment decision-making. Climate change factors may also result in additional risk to our investment portfolio. These risks can include operational, market, liability, policy and regulatory risks.

[Read our ESG Investment Policy. >](#)

## SOCIALLY RESPONSIBLE INVESTMENT OPTIONS

We recognize that our customers are also thinking about environmental, social and governance factors in their investments. For this reason, we offer a variety of socially responsible investment options in a number of our products, including personal variable annuities, *Lincoln Director*<sup>SM</sup> group variable annuities and other retirement plan solutions.

[View a list of these funds. >](#)





# RESPONSIBLE BUSINESS PRACTICES



## Privacy and data security

Lincoln Financial Group is committed to keeping the personal information collected about our potential, current and former customers confidential and secure.

Lincoln Financial is subject to both federal and state legislation and regulation governing the protection of the nonpublic personal financial and health information we receive about our consumers and customers. Proper handling of confidential information, including nonpublic personal information, which consists of medical, financial and employment information, and strategic business and financial information, is important to Lincoln Financial. We have adopted policies and procedures that we believe are reasonably designed to comply with all applicable federal and state privacy legislation and regulations governing the protection of our customer nonpublic personal information.

### PROTECTING CUSTOMER PRIVACY

Lincoln Financial has developed an information security program that addresses 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 Financial has also adopted an incident response program.

### SECURITY GOVERNANCE

The Chief Information Security Officer is in charge of security for Lincoln Financial. We also have a dedicated Privacy team that reports to the company's Chief Privacy Officer. The Information Security and Privacy teams each report up to an executive officer.

### EMPLOYEE TRAINING

We recognize that our employees play a key role in keeping information secure. Information security training is required for all employees and contractors annually. Additional privacy training is mandated annually for all employees.

### RECORDS MANAGEMENT

The company has a business records retention program that mandates specific retention and destruction time frames for all records according to record type and use. Retention and destruction policies are reviewed annually and updated as needed to ensure compliance with said laws and regulations.

### ANNUAL AUDITS

Multiple internal audits of the company's information risk management practices are conducted each year, including an annual holistic audit covering the company's information security processes. In addition, four external audits are conducted annually that cover (to varying degrees) the company's information security practices surrounding various specific Lincoln Financial products and systems. Information security policies and standards are reviewed annually and are updated as necessary to appropriately manage information risk consistent with industry standards.

[Learn more about our policies and practices. >](#)





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### Report scope

This report encompasses Lincoln Financial Group operations, practices and data corresponding to the calendar year 2017. All environmental data represents the activity across 100 percent of Lincoln Financial operations for that period. All information and data are as of December 31, 2017, unless otherwise noted. This report does not reflect our acquisition of Liberty Mutual, which occurred in May 2018.

### 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, utilizing a financial control boundary. Lincoln Financial’s 2017 data for Scope 1, 2 and 3 (category 8) greenhouse gas were assured by Trucost in accordance with AccountAbility’s AA1000 Assurance Standard (AA1000AS) 2008, Type 2 moderate-level assurance.

[The complete assurance statement can be found here. >](#)

### Offices

- Atlanta, GA
- Concord, NH
- Fort Wayne, IN
- Greensboro, NC
- Hartford, CT
- Omaha, NE
- Philadelphia, PA
- Radnor, PA
- Rolling Meadows, IL