



Corporate Responsibility Report

2021





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A Message From Our Chairman

A half century before Western & Southern's founding fathers first gathered in Cincinnati, a foreign visitor traveling the country offered what remains to this day one of the most perceptive observations of American character and culture: America is great because she is good, and if America ceases to be good, she will cease to be great.

America's goodness is on daily display in communities throughout the country. Houses of worship, charities, businesses and, most critically, the individuals who compose the community work together to sustain and improve what our country has always aspired to be: a shining city upon a hill.

Here in the City of Seven Hills and elsewhere, we have played our part. Since we sold our first insurance policy in 1888 as The Western and Southern Life Insurance Company, Western & Southern has been a **human institution serving human needs**. This principle united our founders and remains our mission today. We help secure the future for our policyholders, customers and clients. We give back to the community. We take care of our associates. And we leave our corner of the world better than we found it. It is the essence of life—to serve others and to do good.

We are the reason families can stay together after mom or dad dies unexpectedly. We are the reason our clients can live out their dreams as they grow older. We are the reason our associates can have full, rewarding and impactful careers. And we are among the reasons our community moves closer every day toward becoming the best place in America to live, work and celebrate life.

"We earn our customers' trust by operating with integrity, making sensible decisions, and honoring our promises today, tomorrow and always."

John F. Barrett
Chairman, President and Chief Executive Officer



Western & Southern Financial Group has endured and thrived because we have never lost sight of our purpose—to help provide financial security to those we serve. We earn our customers' trust by operating with integrity, making sensible decisions, and honoring our promises today, tomorrow and always.

We can do this only by running our business responsibly and effectively. After all, it is our prosperity that enables our philanthropy. By focusing on the enduring success of our company, we contribute to the health and vitality of our entire community—now and into the future.

Conveying how we fulfill this dual objective is the purpose of this report.

Sincerely,

A handwritten signature of John F. Barrett in blue ink. The signature is written in a cursive, flowing style, with the first letters of the first and last names being capitalized and prominent.

John F. Barrett
Chairman, President and Chief Executive Officer

Introduction

Founded in 1888 as a Cincinnati-based, door-to-door life insurance business, our company rose from humble beginnings. Fast forward more than a century, we are still helping our customers protect what matters most.

Today, as one of the strongest life insurance groups in the world, Western & Southern Financial Group helps deliver financial security to more than 6.5 million clients, with more than 86,000 affiliated and independent professionals appointed with our affiliated insurers to provide our solutions.

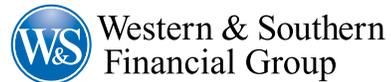
Financial Solutions

Over time, our company has grown strategically, but our purpose has remained intact: to serve our clients' needs through top-notch financial solutions and services that help secure their financial futures.

Through our family of companies, we provide a broad range of life insurance, investments and retirement solutions for individuals and families. Our subsidiaries also serve financial professionals and institutions with small business solutions, investment management, and debt and equity capital for institutional-quality commercial real estate.

Built to Last

Financial strength is critical to organizations like ours. Our disciplined approach helps us maintain strong financial ratings—among the highest in the life insurance industry—and enables us to deliver for our customers, business partners and communities.



A+

SUPERIOR
AM Best

AA-

VERY STRONG
Standard & Poor's

AA

VERY STRONG
Fitch

Aa3

EXCELLENT
Moody's

96

OUT OF 100
Comdex Ranking

Gerber Life Insurance Company is rated only by AM Best with an A rating.



6.5 million

Clients, Policyholders and
Account Owners



19.6%

Capital-to-Asset Ratio



\$6 billion

Life and Health Premiums and
Annuity Deposits



\$112 billion

Assets Owned and Managed

[View our 2021 Annual Report for more information about our financial strength.](#)

As of December 2021

The Company That Cares

For a number of years, alongside one of our city's busiest thoroughfares, stood a billboard with a Western & Southern motto, The Company That Cares. While the signage has been removed, many still remember it, and most importantly, the sentiment lives on.

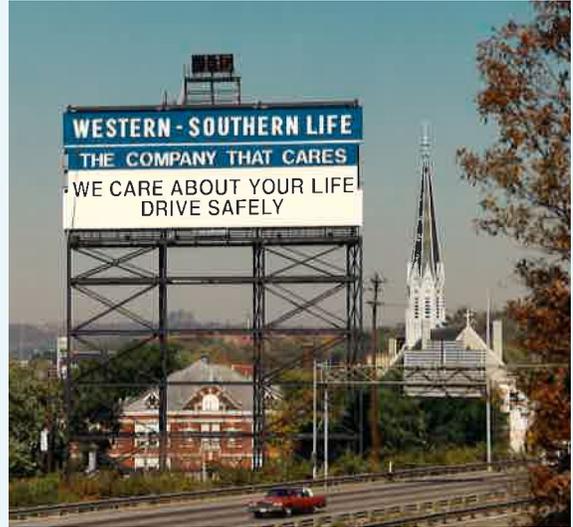
At Western & Southern, we put our customers, people, community and the environment at the center of everything we do, and it is our privilege to put our financial strength to work for them. We are determined to continue demonstrating all the ways we care.

We care about our community. We want the residents, businesses and programs that make our city unique to thrive.

We care about our people. Our associates are the best and we treat them that way.

We care about our customers. We uphold the highest standards in our approach to governance to ensure our customers' experience is everything they deserve and expect.

We care about our environment. Taking care of the world around us is a necessity, and we all play a role in it.



The Company That Cares. This company slogan is not just a part of Western & Southern's history, it is a phrase that still reflects how we approach our work every single day.



Our Community

We have a rich history of doing good for others.



Our People

We take care of one another.



Our Customers

We do business the right way with a strong governance approach.



Our Environment

We cherish the world around us.

2021 Highlights

Our Community

\$12 Million

in Community Support in 2021¹

300+

Organizations and Nonprofits Supported

\$5 Million

Committed to Build Affordable Housing

Our People

10.8 Years

Average Employee Tenure

39%

Open Positions Filled Internally²

1,063

Virtual Courses Offered/Curated

Our Customers

6.5 Million

Individuals and Families Served

Voice of the Customer Award

Winner of Conformat's 2021 Achievement in Customer Excellence Award

Industry-Leading

Enterprise Risk Management Program

Our Environment

45,000 Pounds

Metal Recycled

560,000 Pounds

Mixed Paper/Cardboard Recycled

Early Signatory

United Nations Principles for Responsible Investment

Awards and Recognition



Health and Safety: COVID-19

The pandemic unleashed a whirlwind of challenges and obstacles, but most of all, it created uncertainty—about how to make the next payment, put a meal on the table, and juggle needs at home and work. As a service provider, employer and steward in our community, we were determined to do whatever we could to ease the burden of these challenges and offer clarity where it felt like none existed.

For Our Customers, Clients and Policyholders

As the world continued to adapt to the challenges posed by COVID-19, we made adjustments to take care of our customers, such as implementing a 90-day nationwide moratorium on policy cancellation due to non-payment of life insurance premiums.

When meeting in person or working in the office were not possible, we pivoted quickly to reach our customers where they were, when they expected us. And, calling upon our customer feedback and the latest consumer research, we accelerated plans to [build upon our digital platforms](#).



For Our Associates

Our executive-led COVID-19 committee was established at the onset of the pandemic. Knowing that our associates would need and expect a regular flow of information, we realized communication was key.

We leveraged a COVID-19 brief that included information about our company's response, health and safety protocols, tips for managing virtual and hybrid teams and meetings, and much more. We also provided associates with an additional week of paid leave to provide them with extra time to tend to new circumstances brought on by school closures and other restrictions.

We also understood that our best defense in preventing the spread of COVID-19 was through vaccination. In August 2021, we offered a special bonus of \$1,000 for any associate who was fully vaccinated by the fall. Through our efforts, our associate vaccination status grew to 85%, far exceeding the vaccination rate in Ohio.

Bringing associates back to the office safely was important to us, but we would not do so without extensive protocols in place for their health and safety. By providing face coverings, placing hand sanitizer stations throughout campus, providing to-go lunches, establishing a daily health assessment process and more, we helped our associates feel comfortable and enabled them to work together safely and more efficiently.

For Our Community

With COVID-19 cases rising and falling in our region over time, it was hard to anticipate if and when we would be able to get back out in the community in our usual ways. We knew that the community needed support more than ever, so we persisted.

"When the pandemic created a new environment for us, we had a choice to make – yield to it or use it as an opportunity to re-energize our focus on being there for those we serve. We chose to stay engaged."



Jonathan Niemeyer
Senior Vice President, Chief Administrative Officer
and General Counsel

We were able to safely host the Ride Cincinnati event in 2021, which helped raise more than \$1 million for cancer research and care in our region. We hosted students virtually through the InterAlliance of Greater Cincinnati's youth summer camp; put on one of Cincinnati's most beloved traditions, the W&S/WEBN Fireworks on Labor Day; and welcomed thousands of runners back to downtown Cincinnati for the Thanksgiving Day Race.



[Learn more about our commitment to our community.](#)





Our Community

We consider Cincinnati the best place to live, work and celebrate life—that is why we are committed to doing good for our community by playing an active role in keeping its traditions going, businesses thriving, arts vibrant and people supported.

Western & Southern Financial Fund

In 1989, with the mission to advance the quality of life in the region, we established the Western & Southern Financial Fund, a nonprofit organization designed and funded by Western & Southern Financial Group.

Donations from the Western & Southern Financial Fund are sometimes combined with corporate sponsorships and associate donations to support major community fundraising efforts like United Way and ArtsWave, in total averaging **\$55 million** over the last five years. The vast majority of those dollars stay right here in the Greater Cincinnati region, benefiting the residents and nonprofit organizations that call Cincinnati home.

Seeded with an initial donation and nurtured with periodic infusions of cash from Western & Southern ever since, the Western & Southern Financial Fund has become one of Greater Cincinnati's most generous philanthropic organizations, particularly in the areas of education and health.

Leading the Way

38 Western & Southern senior leaders
serve on **61** community and charity boards.

Supporting Our Communities

We invest in programs and organizations that put people first and advance the common good. Our charitable contributions focus on the following key areas:



Our Community



Health Care



Education



Human Services



The Arts

"We take great pride in our region. Supporting its residents and the businesses and programs that make it unique and help it thrive is a responsibility we embrace fully."



Jill McGruder
Senior Vice President and Enterprise Chief Marketing Officer

Our Support

\$55 Million
Community Support
Over Five Years

\$1.3 Million
2021 United Way Support

300+
Organizations Supported



- Major Events - \$4,325,000
- Human Services - \$2,051,130
- Education - \$2,776,451
- The Arts - \$1,179,650
- Health Care - \$566,500
- Our Community - \$1,094,774

Advancing Cancer Care and Research

In many ways the vitality of a city depends on the strength of its people. Providing them with access to superior health care and wellness initiatives is crucial.

While we support a number of health and wellness initiatives in our community, we have put a concerted effort toward cancer care and research compelled by a sobering statistic—one of every three women and one in every two men will be diagnosed with cancer in their lifetime.³ By troubling extension, even more people will be impacted by cancer in some way.

Driven by a desire to reduce these odds and fight this awful disease, we fuel a campaign to bring world-class cancer research and care to our region.

While our relationship with the organization spans more than a decade, we knew we could do more. In 2017, we became [Ride Cincinnati's](#) title sponsor, and in addition to providing financial support, we reinvigorated the campaign by introducing a new model, helping establish goals and branded material. We also rallied our associates, friends and family to build the largest corporate team with **192 riders raising \$152,000 in 2021.**

Our sponsorship of Ride Cincinnati is a key component of a larger effort to help the Barrett Cancer Center at the University of Cincinnati obtain a National Cancer Institute (NCI) designation.

RIDE
CINCINNATI

#1 Team **\$1.02 Million**

Largest Team with
192 Riders

Total Raised

The gold standard for cancer programs, the NCI designation is bestowed upon the nation's top cancer centers in recognition of their innovative research and cutting-edge treatments. **In 2021, Ride Cincinnati raised a record \$1,022,000.**

In addition to Ride Cincinnati, we further support the Barrett Cancer Center through community events like the [Bearcats & Musketeers vs. Cancer Golf Outing](#) and Cincinnati Magazine's Slice Night, which broke its [fundraising record](#) by raising \$37,600 in 2021.



United Against Cancer

A grassroots organization funding cancer research and care in Greater Cincinnati, Ride Cincinnati is a way for like-minded people to unite against cancer.

Riders commit to fundraising a dollar amount based on the distance they register to ride. Every penny raised goes directly to life-saving cancer research and clinical trials, seed funding for novel ideas, and large studies that can track and understand the health of Cincinnatians.

Since 2007, Ride Cincinnati has funded more than 57 research grants and raised more than \$5.5 million.

[Watch this video that helped kick off Ride Cincinnati 2021!](#)



Investing in Our Youth

To advance our community, we must spend time and resources to prepare our future generations for the workforce and provide them with experiences to grow their skills.

Driving Educational Excellence

We are a Pioneer Partner in the DePaul Cristo Rey High School Corporate Work Study program and among the first businesses in the area to support the school.

From 2011-2015, we employed a group of four students each year. Since 2016, we expanded our commitment and have continued to welcome eight students each year.

In 2008, we began participating in a mentorship program supporting Cincinnati Public Schools. Each school year, more than 40 Western & Southern associates are paired with students at Evanston Academy and Withrow University High School. Mentors meet with their students monthly throughout the year to discuss topics such as goal setting, budgeting and self-esteem.

While unable to participate in 2021 due to COVID-related restrictions, we look forward to bringing back this important mentorship program.

Also, since 2008, Western & Southern has partnered with the Cincinnati Scholarship Foundation to help send thousands of students to college. Over the last 13 years, we have donated \$41,000, benefiting thousands of Greater Cincinnati students.

Giving STEAM to Gather Interest

We seek to help the [INTERalliance of Greater Cincinnati](#) achieve its mission to inspire younger generations to pursue a career in information technology. Through our partnership, we offer internships and job shadowing experiences.

For the last seven years, we welcomed students to our campus for the annual IT Career Camp to meet and learn about software development, cybersecurity and more from our industry professionals. While the camp was held virtually in 2021, more than 300 students participated in the experience.

Inspiring Educational Excellence

Educators assume a great deal of responsibility when it comes to preparing students for the real world. To recognize these efforts and reward educational excellence in our community, we established the [Dr. Lawrence C. Hawkins Educator of the Year Award](#).

Dr. Hawkins was a member of the elite Tuskegee Airmen, a group of African-American fighter pilots who fought in World War II. He was also a renowned educator in the city of Cincinnati. Among his many accomplishments, he founded the College of Community Affairs at the University of Cincinnati.

Each year, we award a \$10,000 cash prize to a local educator who has elevated the educational process and made a positive impact on their students.



Meggan Johnson
2021 Dr. Lawrence C. Hawkins
Educator of the Year

More to Come in 2022

The Equity Collective

In 2021, our asset management subsidiaries, Fort Washington Investment Advisors and Touchstone Investments, joined 26 of the world's leading asset and wealth management companies to support diversity in the asset management business and to educate, empower and develop the next generation of diverse leaders. The Equity Collective will offer support to the Boys & Girls Clubs of America, Team IMPACT and HIVE Diversity.

Northern Kentucky University Call Center

We committed to open a satellite [call center at Northern Kentucky University](#) in 2022 as a unique opportunity for college students to gain real-world experience. Students will work part-time in the call center alongside Western & Southern managers, providing them with a convenient on-campus job, steady income and career opportunities after graduation.

Addressing the Toughest Challenges

Our partnership with the United Way of Greater Cincinnati spans a number of decades. The reason for our longstanding commitment is to make a positive change in our communities and provide resources to those struggling to make ends meet.

2021 was no different. We addressed vulnerabilities exposed by the pandemic as many individuals and families faced new challenges and financial hardships. Through our corporate giving campaign and corporate contributions, we helped fund programs and services that strengthened education, financial stability and health for thousands of individuals and families in our area.



United Way
of Greater Cincinnati

#4

Top 25 Corporate
Campaigns

\$1.3 Million

Raised During
2021 Campaign

We believe that by continuing our partnership with United Way, we can help break the cycle of poverty and build better systems for all.

Our support for United Way extends beyond the Greater Cincinnati area. Associates from our Gerber Life offices in Michigan also participate in our internal United Way campaign, and the funds they raise go to their local chapter, United Way of the Lakeshore. Last year Gerber Life was recognized as a 2021 United Way of the Lakeshore-Newaygo County Community Builder for their unwavering support to inspire change and build thriving communities.

In addition, our associates create meaningful change by donating their time and talent to help those in need through the United Way's affinity groups, including:

- › [Emerging Leaders](#)
- › [Herbert R. Brown Society](#)
- › [LINC](#)
- › [Tocqueville Society](#)
- › [Women United](#)

The impact made through these groups has a long-lasting effect on the community, and we are proud of the efforts our associates have made to drive positive change in our region.

A Taste of Hope

Our associates generously spent time preparing meals for families with children in the hospital by volunteering for the Taste of Hope program at the Ronald McDonald House Charities of Greater Cincinnati.



30th Annual Baby Crawl

For the 30th year, as part of the beloved National Baby Food Festival, babies put their crawling skills to the test in the popular Gerber Life Baby Crawl in Fremont, Michigan. The winner is awarded a \$5,000 Gerber Life Grow-Up policy.

The Lafayette Life Foundation

The Lafayette Life Foundation is a tax-exempt, nonprofit foundation that was established by our subsidiary, Lafayette Life, in 2004. Its mission is to improve the quality of life in communities in which its members, associates, partners and their families live and work. In 2021, the Lafayette Life Foundation provided \$185,467 in single and multi-year program grants to eligible non-profit community partners.

Creating a Vibrant Community for All

The Greater Cincinnati region is defined by a rich legacy and invigorated with unique cultural experiences. Our goal is to support organizations and initiatives that preserve the city's beloved traditions and celebrate the distinct character of our hometown.

W&S Open

\$70 Million

Estimated Annual Economic Impact
to the Region



The **W&S Open** has been a tradition in our region for more than a century. Each summer, tennis fans from around the globe flock to Cincinnati to watch some of the biggest stars in professional tennis, driving significant economic impact for hundreds of local businesses. The event also benefits local charities, including Cincinnati Children's Hospital, the Barrett Cancer Center at UC, and Tennis for City Youth.

In 2021, we [extended our title sponsorship](#) for three more years, making ours the longest active naming rights agreement for a professional tennis tournament in North America at **20 consecutive years**.

Crib of the Nativity

\$94,509

Raised for The Salvation Army



CRIB OF THE
NATIVITY

Each year we partner with **The Salvation Army** to brighten the holidays for local families and seniors struggling financially. Associates volunteer as Red Kettle Ringers and donate gifts to families in need.

The Western & Southern Financial Fund also matches donations collected at the **Crib of the Nativity**, an annual live nativity scene Western & Southern has sponsored since 1939. In 2021, the Western & Southern Financial Fund matched visitor donations dollar for dollar for a total donation of **\$94,509**, the largest donation to date.

W&S/WEBN Fireworks

\$1.6 Million

Raised for Freestore Foodbank



Through our sponsorship of the **W&S/WEBN Fireworks**, a longtime tradition that marks the end of summer for our community, we supported our local food bank.

Last year's event raised \$1.6 million, which is equal to **4.8 million meals**.

Cincinnati Zoo

\$1.04 Million

Support Generated for Programs, Care and Conservation



We are a strong advocate for our beloved **Cincinnati Zoo & Botanical Garden**, one of the city's top three destinations, with nearly 2 million visitors in 2021. Its mission is to create

adventure, convey knowledge, conserve nature and serve the community.

Since 1996, in partnership with our investment subsidiary Fort Washington Investment Advisors, we have been a key sponsor of Zoofari, the largest annual fundraiser to generate vital support for Zoo programs. In 2021, we contributed **\$50,000** to Zoofari and another **\$15,000** to Zoo La La, which specifically supports the Zoo's educational programming.

▶ [Find out more about our support of the Cincinnati Zoo.](#)

Celebrating the Arts

Western & Southern supports efforts to enliven our city so citizens from all walks of life can create memorable experiences and share ideas. The arts help fuel our economy. Guided by an understanding that access to the arts is essential to the health of a community, we remain a proud partner of Greater Cincinnati's ArtsWave campaign, the nation's first and largest⁴ community campaign for the arts.

We also sponsor galleries at the Cincinnati Art Museum and make significant contributions to the Cincinnati Symphony Orchestra, Taft Museum of Art, Music Hall and many other local arts organizations.



\$302,000

Raised During 2021 Campaign

Top 5

Corporate Campaign in the City⁵

Lifesaving Donations

Every five minutes, someone in our region needs blood.⁶ That's why each year we partner with the University of Cincinnati's Hoxworth Blood Center to host three blood drives on our main campus in Cincinnati as an opportunity for our associates to conveniently support this important initiative.

 **173 Units Collected**

 **519 Lives Saved⁷**

Building a Strong Community

Building a strong community where all people can thrive is a collective effort, and we will continue to be a leader in supporting programs that help our neighbors and create equal opportunity for future generations.

Making Housing Affordable

Our involvement in providing affordable housing in Cincinnati's Over-the-Rhine community dates back to 1990 when we partnered with Franciscan Home Development, a non-profit housing organization, with support from the city of Cincinnati to help create 120 high-quality, low-income apartments.

We leveraged the talents of many to develop Brackett Village, which continues to offer underserved residents high-quality apartments at affordable rents. This project showcased our commitment to developing safe, reasonable and affordable housing without displacing people living in the area.

In 1994, Brackett Village was recognized as Cincinnati's Community Development Block Grant Project of the Year in the category of Neighborhood Housing and Conservation.

A History of Building Our Communities

As an early investor in Greater Cincinnati, we have invested millions of dollars in various lending pools for inner-city redevelopment.



1990: Constructed Brackett Village, an affordable housing complex downtown that was the catalyst for more widespread revitalization in Over-the-Rhine.



1997: Developed the Carthaginian Senior Housing in Carthage, Ohio.



2004: Assembled the Mercer Commons site and sold it to the Cincinnati Public Schools as part of a plan to expand Washington Park.



2005: Acquired a number of Over-the-Rhine properties for the Cincinnati Center City Development Corporation (3CDC), whose mission is to revitalize and connect the Central Business District and the Over-the-Rhine neighborhood.



2021: Committed to invest \$5 million to develop and manage more high-quality, affordable housing in Cincinnati over time.

Preserving the Lytle Park Historic District

We are committed to making Cincinnati a destination for individuals, families and companies. Our goal is to attract people to work and live in downtown Cincinnati, improve the tax base that can continuously rejuvenate the city, and build infrastructure that creates opportunity for current and new businesses to relocate to Cincinnati or stay and grow their business operations here.

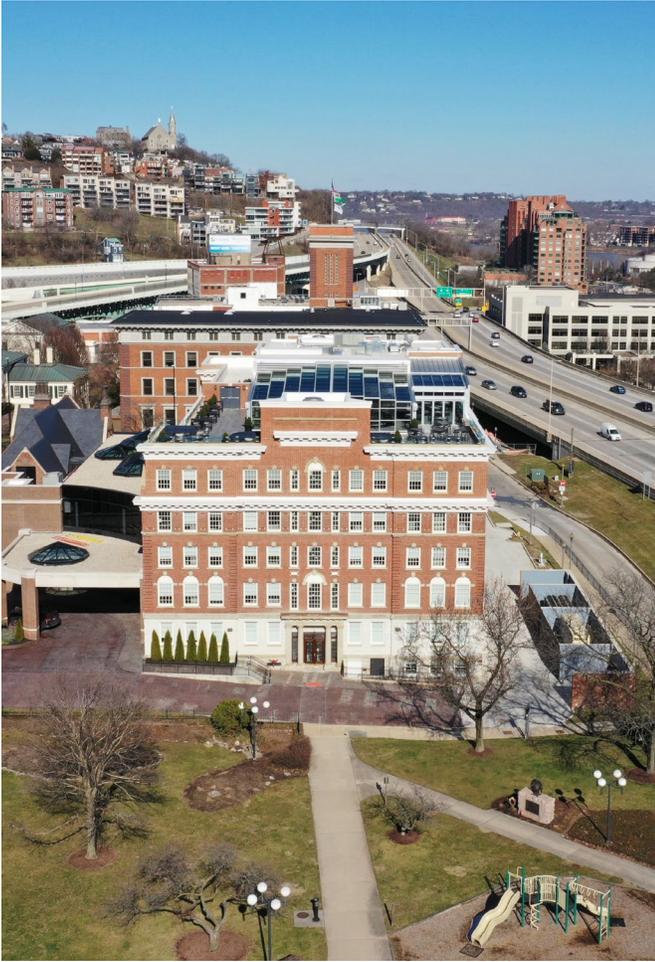
Our efforts to preserve the Lytle Park Historic District celebrates the old and new, and helps revive the eastern corridor of downtown Cincinnati. Some of our preservation projects include The Guilford Building, The Phelps and The Lytle Park Hotel.



In 1997, Western & Southern completed renovation of **The Guilford Building**, a historic Cincinnati public school built in 1914. We converted the building into office space, training classrooms and a fitness center for our associates, keeping intact much of the building's Italian Renaissance Revival style and even preserving the original indoor swimming pool and gymnasium. Our renovation of the building earned a CPA Preservation Award in 1996.



The Residence Inn at the Phelps was originally constructed as an apartment building in 1926 by Charles Phelps Taft, half-brother of President William Howard Taft, to encourage Taft's business associates to live downtown instead of migrating to the suburbs. Western & Southern purchased the building in 1999 and preserved the façade designed by the nationally renowned architects Garber & Woodward. The Phelps continues to wow patrons with panoramic views from restaurant and rooftop bars since opening in 2011.



From the front entrance of the Phelps, visitors can see **The Lytle Park Hotel**, a four-diamond hotel that we developed. This property, which opened its doors in March 2020, is an adaptive reuse of two historic buildings, the Anna Louise Inn and the Earl Building.

The Anna Louise Inn was named after Charles Phelps Taft's daughter, Anna Louise Taft Semple, and built in 1909. The Inn was established to provide suitable and safe housing for young women from rural areas

coming to Cincinnati for work and later moved to Mt. Auburn. The Earl Building was constructed in 1919 as residences for the rector of Christ Church Cathedral and the director of the Anna Louise Inn.

Several historical architectural elements of the buildings have been maintained, including the original façade of the Anna Louise Inn (now the entryway to hotel guestrooms) and an original fountain from the local Rookwood Pottery Company.



Our People

We support our associates, providing meaningful and challenging work, development opportunities, generous benefits for their health and wellbeing, and other offerings to help them prepare for the future.

Cultivating a Culture of Excellence

At Western & Southern, where we focus on creating value through everything we do, we believe our culture sets us apart. It defines how we work with our business partners and fosters the financial strength that provides each of our associates the opportunity to achieve their career aspirations and contribute in a significant way to our company's future success.

Our unique culture helps us create value for our customers, associates and the communities we serve. We hire and develop associates who are driven to excel, make sensible decisions and possess an uncompromising work ethic.

Equally important are a shared commitment to treating our associates with dignity and respect, an insistence on keeping our egos in check, and a recognition that to build something bigger than ourselves, we must collaborate effectively.

Many of our greatest ideas come from a rich and diverse mix of minds, backgrounds and experiences, and we are committed to maintaining a work environment that provides equal opportunities to all of our associates.

We firmly believe that if we are here for our associates, they will be here for our customers.

"Our associates are our greatest asset, and we are committed to enabling a long and rewarding career for them with Western & Southern. We do this by investing in our people – providing top-notch professional development, multiplying their talents through a variety of engaging projects and work, offering a wide array of health and wellness benefits, and contributing to their financial security through a defined-benefit pension and 401(k) program."



Linda Lake
Senior Vice President, Human Resources

10 GUIDING PRINCIPLES

Our Chairman often refers to an **AGE**-old problem that prevents talented professionals from realizing their full potential. He leads by example, checking **A**rrogance, **G**reed and **E**go at the door.



1 CREATE VALUE FOR STAKEHOLDERS



2 FAVOR LONG-TERM OUTLOOK



3 ACHIEVE TOP-NOTCH PERFORMANCE



4 EXECUTE WITH URGENCY, PROFICIENCY & PASSION



5 BE RESULTS-DRIVEN & HAVE A STRONG WORK ETHIC



6 MAKE SENSIBLE DECISIONS



7 OPERATE WITH ETHICS & INTEGRITY



8 KEEP EGOS IN CHECK



9 COLLABORATE EFFECTIVELY



10 BE THE IDEAL PLACE FOR A CAREER

Committed to Our Associates

We are invested in our associates' success and being the ideal place for a career. **For us, it's about doing what we love in a place where we can thrive, with the best people in the world.**

We Listen and Grow Together

Our associates enjoy regular opportunities to share their ideas and feedback on what is going well and what can be enhanced or done differently.

Through our Operational Excellence program, associates have a common way to prioritize and visually see the progress of their work, improve how work is done by sharing ideas and feedback, and implement process improvement through a collaborative approach. The program helps associates learn new skills and drive efficiencies so we can deliver results that bring greater meaning to our work, all while enhancing the customer experience.

Last year, our associates implemented more than 1,500 improvement ideas that helped save more than \$700,000 and 43,000 associate work hours.

Through an engagement survey, we provide associates the opportunity to share their thoughts. In 2021, **92% of our home office associates participated** in the survey, helping us identify areas of strength and opportunity. We know this feedback helps us get meaningful data and results that are beneficial to our associates and the company.

Benefits

We help our customers prepare for their financial futures and set out to do the same for our associates. Whether that means providing life insurance to help protect their families, investing to help build their retirement savings or helping them create a legacy for the next generation, we're here for them, too.

Western & Southern associates have access to a 401(k) plan, which includes a company match, and a fully funded company-sponsored pension plan—something very few companies provide anymore—which provides our retirees with guaranteed income for life.

Investing in the Whole Person

Self-care is a critical aspect of overall health. Guidance Resources® is an employee assistance program that offers a wide range of services to help associates reach their goals, no matter what they are.

Available 24 hours a day, seven days a week, associates can use this resource for advice on family budgeting, support for legal issues, help with work-life services like child or elder care, access to professional counselors, and much more.

All services are confidential and free to associates and members of their households.

The Associate Experience

Our 2021 Associate Engagement Survey uncovered some of our organization's top strengths when it comes to the associate experience. Associates shared that they felt:

- Accepted by their peers.
- Their managers cared about them as people.
- Their jobs were interesting and challenging.

From the survey responses we also learn about how we can further enrich the experiences of our associates. As we identify ways to turn that feedback into action, we share updates with our associates so they can remain confident that when they share their experience, we are listening.

Associates also have access to flexible and highly subsidized insurance coverage plans that include medical, prescription drug, vision and dental, short-term and long-term disability and life insurance benefits. And, because we understand that health and wellness extends beyond medical, dental and vision, our associates enjoy a variety of additional benefits, including:

- Guidance Resources® assistance program
- Nutrition and smoking cessation programs
- Associate discounts and perks
- Free on-site flu shots, mammograms and blood chemistry screenings
- On-site dining
- Catering services, including take-home meals
- Ergonomic assessments and massage therapy

Associate Benefits

91%

Subsidized Benefits



Pension Plan and 401(k) Match



Maternity/ Parental Leave



Fitness Center



Subsidized Parking



On-site Dining



Tuition Reimbursement



Health Services

"We help our associates secure their financial futures while pursuing full, rewarding and impactful careers, in one place."



Steve Hussey

Senior Vice President, Compensation and Benefits

We also offer generous parental and caregiver leave, access to a fitness center, and discounts on a wide variety of products, entertainment and services.

This past year required us all to be nimble. As the pandemic limited our ability to collaborate in the way we prefer, our team responded to fluctuating public health conditions and kept our business running by seamlessly transitioning between working from home and the office when needed.



Western & Southern Life was named a Military Friendly® Employer for the ninth consecutive year.⁸

Going Above and Beyond

91%

Base-Level Medical Insurance Premiums Paid by the Company

14 out of 500

Fortune 500 Companies that Provide a Traditional Paid Pension Plan

1,063 Courses

Offered Through our Award-Winning Talent Development Program

An Ideal Place for a Career

We are an attractive career destination because of our company culture, fostering a supportive environment of camaraderie and teamwork throughout our organization. Our associates are vitally important to our success. At the end of their careers, we want them to be able to say, *"I could not have enjoyed my work here more, and I could not have achieved more anywhere else."*

We know that a diverse mix of minds, experiences and backgrounds in our workforce is key to our ongoing success and growth as it allows us to better develop innovative products, think of new ways of doing business and enhance service to our customers and clients.

As we build our teams, we actively recruit diverse applicants on college campuses, through job postings, partnerships and more. We also invest in our current associates by participating in development programs offered by the Urban League, YWCA and Chamber of Commerce. To date, Western & Southern has sponsored many associates to participate in programs such as WE Lead, C-Change, Cincy Next, the Urban League's African American Leadership Development Program, and the YWCA Rising Star program, all designed to help equip current and future leaders in the area to lead effectively and create unique opportunities for them to give back to their communities.

In addition, one of our investment subsidiaries Fort Washington Investment Advisors has been recognized by Pensions & Investments seven times as a Best Place to Work.⁹

We are an equal opportunity employer and will not discriminate against any person with respect to employment because of race, color, religion, age, sex, sexual orientation, national origin, citizenship status, veteran status, disability, genetic makeup or any

other protected category. This applies to hiring, job assignment, training, compensation, promotion and other conditions or privileges of employment. Also, reasonable accommodations are provided to qualified applicants and associates where required by law.

2021 Careers Highlights

Long tenure, a high rate of internal promotions and plentiful associate job referrals are indicators that we are on our way to being the ideal place for a career.

10.8 Years

The average tenure of our home office associates, twice the national average¹⁰

1,576 Legionnaires

Associates with five or more years of continuous service to our company, 70 of whom marked 25, 30, 35, 40, 45 or 50 year anniversaries in 2021

18%

Associates who received a promotion

28%

Associate promotions that were to management positions

39%

Open positions filled internally

20%

Open positions filled through associate referrals

Award-Winning Training Program

Embedded in our culture is an ongoing investment in our associates. This includes helping them become the very best at what they do through a variety of ongoing opportunities and experiences to deepen financial, product and professional knowledge and business acumen.

Associates have easy access to development opportunities in a multitude of ways. They can choose from instructor-led and online learning courses as well as industry education, designation and certification programs. They also have the opportunity to participate in our tuition reimbursement plan.

In 2021, we received global recognition and awards for our talent development and training program from Training magazine and the Association for Talent Development (ATD). In 2020, we were awarded the prestigious Human Capital Management Excellence Bronze Award by the Brandon Hall Group.



Popular Training Courses in 2021

- › Personal Branding
- › Valuing Yourself and Others
- › Developing Your Emotional Intelligence
- › Embracing Change: The Road to Commitment
- › Leading Change: The Road to Commitment (managers)

Tuition Reimbursement

More than 80 years ago we began offering tuition reimbursement to our associates. Those pursuing an associate, bachelor's or master's degree from a regionally accredited college or university can receive reimbursement for covered expenses each calendar year.

Real-World Experience

Our well-diversified family of companies offer a wide range of expertise within the financial services industry. We offer dynamic career opportunities in numerous fields ranging from information technology, finance and accounting to business development and sales, investment management and marketing.

Through our internships and our Leadership Development Program, which are carefully tailored to upgrade and develop skills, we offer real-world, hands-on experience.

2021 Online Learning Highlights

939

Online Courses Offered

1,951

Learners

15,571

Online Classes Accessed

Internships

Our college internship program prepares students for high-demand jobs. From day one, interns are assigned projects and begin making connections and memorable experiences that enhance their professional growth and help create potential opportunities after graduation.

Whether it's networking with peers, senior leaders or other associates across the organization, interns make new friends, gain real-world experience and cultivate an invaluable business network while earning a competitive income. We are proud to welcome 74% of our interns as full-time employees after graduation.

Leadership Development Program

Our Leadership Development Program (LDP) is a highly selective, three-year executive-management track offered to graduates from top-tier MBA programs.

The program offers six rotations involving strategic, high-visibility assignments and partnerships with our senior management team. The program challenges participants to become extraordinary leaders who make a positive impact on the company and within our community. **100% of our LDP graduates have transitioned to officer-level positions in the company.**

Actuarial Support Program

Associates in our Actuarial department who wish to pursue Associate and Fellowship credentials from the Society of Actuaries receive:

- Free exam registration, textbooks and study tools.
- At-work study hours.
- A collegial study environment with other actuarial students.
- Salary increases tied directly to exam completion.
- Promotion eligibility with successful credentials.



Recognizing Exceptional Efforts

To be an ideal place for a career, we believe in recognizing associates' accomplishments. One of the ways we do this is through our annual associate awards program. Associates across the company nominate other exempt and nonexempt associates, colleagues and internal partners for a variety of awards.

Awards recognize leadership qualities, vision, commitment to our customers and much more. Some of our corporate awards include:

- › Heart of the Customer Award
- › Humanitarian Award
- › Leadership Award
- › Lives the Culture Award
- › Vision Award
- › William J. Williams Associate/Team of the Year Awards

Associates in sales functions are also recognized for their work and results through campaigns and recognition groups such as President's Trophy, Achievement Cup and Premier Group.



In 2021, W&S company spokesperson, NFL Sunday Night Football broadcaster and ex-pro footballer Cris Collinsworth, presented our associate awards during a virtual companywide meeting.



Celebrating Associates

Our customers, clients and policyholders depend on us each and every day, and we are there for them thanks to our associates. In addition to our awards program, extensive talent development initiatives and comprehensive benefits package, we seek to celebrate the people who make Western & Southern great.

Through our annual Associate Appreciation Day, which is followed by our company picnic at Cincinnati's famous Labor Day W&S/WEBN Fireworks show, we uphold a long tradition of getting together with our colleagues and families to end the summer in style. The celebrations are always filled with fun activities, special prizes and gifts.

To recognize and reward truly exceptional performance throughout the year, we also provide on-the-spot monetary awards and special merit incentive awards.



Our Customers

To earn our customers' trust and remain deserving of it, we have put in place a number of measures to ensure we are doing business the right way, even when it's difficult. We put the heart of the customer at the heart of our business, which means we lead with the interest of our customers—be they policyholders, clients, distributors or independent producers.

Our Customer Promise



Consumers have many choices. When they choose us, we want them to know just how thrilled we are about it. Our promise is three-fold—we vow to make it easy to do business with us, add proactive value beyond great products and solutions, and create “magical moments” for the customers we have the privilege to serve.



**Making it
easy**



**Adding
proactive
value**



**Creating
magical
moments**

Heart of the Customer®

Deepening our understanding of our customers is central to our ability to make lifelong meaningful connections and experiences that our customers and distributors expect and deserve. Our Heart of the Customer® program focuses on listening to our customers, understanding their changing needs, and applying those insights to improve our customers’ experiences and help us better serve their financial needs.

We received the [2021 Conformat Achievement in Customer Excellence \(ACE\) award](#) for our Heart of the Customer® program for the third consecutive year.

Making Financial Security Accessible

Making financial security obtainable and accessible to everyone has been central to our business approach since our founding as The Western and Southern Life Insurance Company, a modest company that sought to serve those who normally could not afford prevailing life insurance policies.

Today we still focus on middle-income families, and Gerber Life, which we acquired in 2018, provides budget-friendly life insurance to give children and adults greater financial protection.

Western & Southern Financial Group has grown and diversified to offer an ever-expanding array of financial services and solutions to a variety of potential clients, making financial security accessible for millions of Americans every day.

[View our 2021 Annual Report for more information.](#)

“We strive to be the type of company that people choose to stay with for a lifetime. We are committed to that pursuit, and that means listening to our customers, adapting our approach and continuing to deliver the best customer service and solutions that meet their needs and expectations.”



Paul Moore
Senior Vice President and Chief Customer Officer



Digital Acceleration

We strive to meet our customers where they are, whether online or in person, and we understand that goes beyond providing a service. It is about the experience.

The COVID-19 pandemic accelerated the demand for digital growth across all sectors. No longer are consumers using the internet just to connect or buy goods. We understand that digital acceleration does not exclude any market or industry, and that we too must evolve.

In 2021, we made tremendous progress on a number of digital transformation projects and initiatives that will create efficiencies across our insurance businesses and enable our associates to deliver on our customer promise more effectively than ever.

We also launched two life insurance products offered through digital platforms: IncomeSense and Simple Whole Life.¹¹ These product launches resulted in several exciting company firsts.

- First fully digital life insurance offering.** While Gerber Life has long been a leader in online direct-to-consumer life insurance sales, these two Western-Southern Life Assurance Company products are the first time we have offered a customer experience that is 100% digital. This means applicants can learn about the product, complete an application, receive instant underwriting, and approved applicants can purchase their policy within just a few minutes online.

- First collaboration with an insurtech startup.** Due to the growing demand among customers for digital life insurance, we contracted with Afficiency, an insurtech start-up, to deliver life insurance products through its digital platform. Both IncomeSense and Simple Whole Life are powered by Afficiency's platform.
- First Worksite life insurance solution.** In response to the growing popularity among employers to offer additional benefits to employees through benefits enrollment platforms, Simple Whole Life is now available through these types of platforms.
- First Western & Southern digital solution for myLifeApp.com.** IncomeSense is also available on myLifeApp, our online marketplace offering life insurance solutions to distribution partners, such as banks, credit unions and other financial institutions' platforms.



Award-Winning Service

There's more to customer satisfaction than delivering an optimal online experience. When our customers need to talk to us, we are there for them.

2021 Call Center Achievements

- 2021 Sales Growth Achievement of the Year—CRC Sales Team Bronze Stevie Award
- 2021 Young Customer Service Professional of the Year—Gold Stevie Award
- 2021 Annuity Service Evaluation—4th place ranking for Western & Southern from DALBAR
- 2021 Best Contact Center Culture Award—Customer Contact World (CCW)—Finalist

Our Governance

Operating with the highest level of integrity and honesty calls us to do the right thing. It means we are willing to put in the extra effort to do business the right way rather than looking for shortcuts or quick fixes.

We believe honesty and fairness are foundational components of any sustainable and trustworthy business, but it is even more critical for a company like ours. As a financial services company, our customers, policyholders and clients must place great trust in us to deliver on our promises far into the future. As a mutual insurance holding company, our purpose is to use our financial strength to provide unquestioned financial security to those we serve.

Ethics and Integrity

Trust is a central tenet of our relationship with our policyholders and clients—they must be able to depend on us to do the right thing. We firmly believe it is a responsibility of every single individual who is part of our organization.

Each associate must adhere to our Code of Conduct and Business Ethics Policy, which serves as a guide to remind us what it means to do the right thing. The accompanying interactive training provides real-life examples that demonstrate how the Code applies in different business situations.

We also encourage associates to raise their hand if they become aware of misconduct or other violations. Our Human Resources department, managers and other leaders serve as resources to appropriately communicate these issues, and we also have a 24-hour hotline available through an independent third party for anonymous reporting of any allegations of misconduct. All reported violations are investigated and reviewed.

About Our Code of Ethics

- Prohibits retaliatory action against any individual who raises legitimate concerns or reports in good faith.
- Addresses discrimination and harassment based on a person's race, color, religion, creed, age, gender, sexual orientation, national origin, citizenship status, disability, genetic make-up, veteran status, or other protected class under applicable law.
- Outlines responsibilities to customers, potential conflicts of interest, and the protection and proper use of company assets and information.
- Summarizes requirements related to gifts, entertainment and suppliers, external constituents and the public.

"Deeply rooted in Western & Southern's history is our commitment to honesty and compliance with the law as well as a sincere dedication to treating people with dignity and respect. This ongoing focus on doing the right thing serves as the bedrock upon which our company stands."



Todd Henderson

Senior Vice President and Chief Actuary,
Risk and Data Officer

Board of Directors

The Western & Southern [board of directors](#)¹² serves as our primary governing body and is composed of members who bring a broad array of expertise and experience to our company's leadership team.

Independence of the board is essential to its oversight function. For Western & Southern Mutual Holding Company, Western & Southern Financial Group, Inc., and The Western and Southern Life Insurance Company, all but one member of the board is an independent director.

Our board oversees the activities of the enterprise and offers important insight and expertise to help Western & Southern achieve its vision.

The boards of directors are responsible for reviewing and approving annual plans and strategic objectives, evaluating the performance of our leaders, and ensuring adequate financial resources.

Enterprise Risk Management

Our policyholders depend on us to be here for the long haul. After 134 years in business, we've learned that a strong risk management program has to be at the heart of everything we do. Strong risk management is part of our DNA, and it is the foundation of our culture.

"Each client's desires are often different. We take the time to understand their values and build their portfolios with the responsible investing options they prefer. We recognize that success for our clients takes many forms."



Maribeth Rahe
President and Chief Executive Officer,
Fort Washington Investment Advisors



Our Enterprise Risk Management Committee (ERMC) is responsible for determining our risk appetite, identifying material risk exposures, and carrying out processes to ensure we are monitoring and acting on risk exposures. We actively monitor 12 areas of material risk exposure, along with emerging risks such as climate change. This is done in part through key risk indicators, dashboards, and regular meetings and discussions.

Last year, AM Best, a leading credit rating agency in our industry, recognized our robust and comprehensive risk management strategy with its highest Enterprise Risk Management Score (Very Strong), which places us among a small group of best-in-class life insurance companies.

19.6%

Capital-to-Asset Ratio

Our risk management philosophy borrows a chapter from our corporate culture as we favor the long-term outlook. Despite the persistent challenges of 2021, we ended the year with a capital-to-asset ratio of 19.6%, more than double the average capital-to-asset ratio of the 15 largest publicly traded life companies doing business in the U.S.

“Western & Southern’s incredible financial strength is evidence of the commitment we have to our customers. Our focus on executing best-in-class risk management practices means we will be here when our customers need us.”



Brad Hunkler
Senior Vice President and Chief Financial Officer

A Disciplined Audit Approach

Our approach to internal audit involves independent and objective assurance as well as consulting activities to evaluate and improve the effectiveness of our organization’s risk management, control structures and governance processes.

- **Risk-Based Integrated Audits:** Performed using a risk-based audit model encompassing financial, systems and management controls.
- **Controls Consulting:** Ensure appropriate control structure design, including on significant projects such as mergers, cybersecurity, system conversions, new systems and products.
- **Compliance Audits:** Confirm compliance with company policy and regulatory requirements.
- **Investigative Services:** Investigate and report on a wide variety of situations, from suspected fraud to ethics complaints.
- **Risk Modeling and Data Analytics:** Assess and understand risk at scale, using state-of-the-art risk models and data mining to monitor for high-risk activities in real time.

Anti-Money Laundering Program

This comprehensive program is designed to maintain compliance with applicable laws and regulations and to help prevent Western & Southern and its products from being used to facilitate money laundering. The program includes periodic training, risk assessments, independent testing, and monitoring and reporting of suspicious activities.

Privacy and Information Security

Safeguarding nonpublic information is a critical component of our promise to our customers, policyholders and ourselves. To prevent and respond to potential data breaches, we have a robust privacy program in place.

The purpose of our Privacy Policy is to ensure each associate is aware of the importance of confidentiality and privacy of nonpublic information. We strive to protect against anticipated threats or hazards, including unauthorized use of or access to data.

Our program not only complies with the law, but it also forms a comprehensive structure, which covers key aspects of our operations and addresses the effective administrative, technical and physical defenses for the protection of the nonpublic information we maintain.



Robust Associate Training

Our associates play an important role in the success of our risk management efforts. All Western & Southern associates complete required training on various topics on an annual or biennial basis.

Anti-Fraud, Elder Abuse, and Financial Exploitation Prevention

Teaches skills to detect and prevent fraud, mistreatment of the elderly and financial exploitation.

Anti-Money Laundering

Provides knowledge to effectively recognize and report red flags and suspicious activity in financial transactions.

Code of Conduct and Business Ethics

Reinforces and strengthens our commitment to compliance with the law and treating people with dignity and respect.

Cybersecurity, Data Handling, Data Classification and Privacy

Provides information that helps associates protect the nonpublic information we work with every day.

Replacements

Helps ensure that we provide customers with information about the cost and benefits of replacing their existing insurance product with another insurance product.

SEC, FINRA, and Other Training

Educates associates registered with our securities businesses on SEC, FINRA and other securities regulatory requirements.

Social Media

Demonstrates how associates can use social media in a compliant manner.

Cybersecurity

In our tech-driven world, cybersecurity is a critical part of any successful company. To help us achieve and maintain the highest level of security, we have developed a comprehensive cybersecurity program that maximizes the latest technology and emphasizes associate education and awareness.

Our cybersecurity program includes a set of policies, processes and controls based upon the National Institute of Standards and Technology Cybersecurity Framework and ongoing risk assessments.

The program includes controls to prevent and correct potential issues related to:

Protecting Data and Assets

- › System configuration
- › Data encryption and classification
- › Access management
- › Physical security
- › Hardware and software inventory

Limiting Exposure

- › Records retention
- › Vendor assessments
- › Employee training

Monitoring and Responding

- › Vulnerability assessment
- › Network and systems monitoring
- › Incident response procedures

Control effectiveness and emerging risks are monitored through a combination of management monitoring, external vulnerability assessment and penetration testing, ongoing risk assessment, and audits. Risk remediation is prioritized through oversight from executive risk committees.

Incident Response Plan

Our cybersecurity team specializes in incident detection and response. Should a cybersecurity event occur, our Incident Response Plan, which is tested regularly, may be deployed. This plan outlines our commitment to:

- Promptly and effectively respond to cybersecurity incidents.
- Protect the confidentiality and privacy of associate, policyholder, client, and vendor sensitive information maintained by Western & Southern.
- Allocate appropriate resources to manage cybersecurity incidents in compliance with Western & Southern's mission and legal obligations to its policyholders and clients.
- Manage the impact of cybersecurity incidents and minimize any damage to policyholders, clients, associates, and business partners as well as to our reputation and financial stability.

Training

Our associates are our first line of defense against cyberattacks. That's why we focus on cybersecurity education throughout each year. Through our internal channels in 2021, we shared more than 100 communications about relevant industry data breaches, phishing scams and preventive measures.

Phishing Awareness

Phishing, which is the practice of sending fraudulent emails to an individual in an attempt to obtain confidential information, is one of the top security risks companies face today. To ensure our associates are adequately prepared to recognize phishing attempts, our cybersecurity team runs monthly campaigns that send associates imitation phishing emails. The team supplements the tests with additional training, if needed. Through persistent testing, these efforts are proving beneficial.

Connecting with the Cybersecurity Community

We partner with government organizations, like the FBI and the IRS, to host educational webinars for our associates throughout the year. Cybersecurity experts from these institutions have added tremendous value to our awareness campaigns by providing real-world examples of cybercrime and insight into potential scams.

To encourage cybersecurity knowledge sharing, we developed a Security Awareness Roundtable for companies in the Greater Cincinnati region. This group is composed of cybersecurity experts from 11 companies in the area. They meet on a monthly basis to share ideas, experiences and best practices to assist in expanding security awareness and strategy.





Our Environment

Our commitment to the environment is a shared endeavor – across our company, within our city and around the globe. As a Fortune 500 company, it is our responsibility to do our best and challenge ourselves to do more.

Doing right by our environment is a collective effort. In 2010, we established the Sustainable Practices Committee, made up of representatives from different areas within our company. The committee meets regularly to identify opportunities to implement sustainable practices and works with others outside of the committee to research costs and benefits, make recommendations, and take action.

Reducing Our Carbon Footprint

Doing our part to reduce our carbon footprint takes many forms. As a company with our own in-house print shop, we continue to pursue technology that helps us move closer to completely paperless billing.

Printing and Toner

In 2018, we upgraded the majority of our printers (including scanners and copiers) with new software that requires badge access. This new system enhances information security, but it also helps ensure we use these devices wisely. In 2021, we furthered efforts to reduce paper usage by eliminating personal printers.



For larger-scale printing, we use nonhazardous materials in our toner and ink and dispose of them with the lowest environmental impact by using a waste stabilization method. This converts liquid and semi-solid nonhazardous waste into a solid, providing the best possibility for use in a waste-to-energy program. In addition, the majority of our paper consists of at least 30% recycled material.

2021 Recycling By the Numbers

45,000

Pounds of Metals

560,000

Pounds of Mixed Paper/Cardboard

1,200

Wood Pallets

3,300

Pounds of Plastic Bottles and Containers

Energy and Operational Efficiencies

We always seek to build and operate our facilities as efficiently as possible, mindful of how our buildings impact our environment and community. With the goal of eliminating energy waste and reducing energy consumption while considering air quality standards, many of our buildings meet most U.S. Green Building Council LEED standards for construction and operation.

"Our city is rich with history and tradition. We want to do what we can to make it the best place to live, work and celebrate life, today and for generations to come. That is why we favor a long-term outlook. We anticipate how what we do will impact not only our clients, customers and associates but also our environment."



Paul Silva
President, Eagle Realty Group

The Lytle Park Hotel

Built and owned by Western & Southern, The Lytle Park Hotel received **LEED Silver** designation in 2020.



Throughout our home office campus, which comprises 10 buildings, we have several ongoing sustainability projects, including the use of daylight harvesting and user-centric lighting controls. Daylight harvesting is a technology that automatically adjusts interior LED lights based on how much sunlight comes in through exterior windows.

Our heating and cooling systems offer another opportunity to conserve energy and resources. Through regular assessments of our systems and equipment, we continue to implement new practices and install high-efficiency pumps, motor drives, heat-recovery chillers, thermal storage systems and high-efficiency boilers.

In addition, to help protect our environment from air pollution, we continue to upgrade air filters to MERV 15 to improve air quality, filtration and efficiency. In fact, the air quality at our Newport, Kentucky, distribution center, where we do all of our large-scale printing, mailing and more, exceeded standards set

by the Kentucky Division of Air Quality and excused us from needing an air quality permit. We attribute that to our transition from offset printing to inkjet printing, which reduced the overall volatile organic compounds (VOCs) produced by the distribution center. Our emissions are a small fraction of the Environmental Protection Agency's threshold value limit for manufacturing facilities such as ours.

New HQ Data Center

Last year we began construction of a new and larger data center at our headquarters designed to protect our data from an electromagnetic pulse, which can result from storms or intentional electromagnetic interference. The new sustainable system will be one of the first of its kind in our region.

- **Daylight harvesting controls.** Maximizing the effectiveness of outside light to reduce the amount of artificial light needed, saving energy.
- **Cooling the equipment.** A mechanized system uses cooler outdoor temperatures to pump refrigerant rather than compressing it to cool the space, a process that uses less energy.
- **Powering the center.** An uninterruptable power supply, which is a generator backup, is the latest technology with the lowest possible power conversion losses, resulting in energy and cost savings.
- **Repurposing materials.** Significant materials from the demolition of our old data center were recycled, repurposed or resold.



The Crown of the Queen City

It is hard to imagine the Cincinnati skyline without the Great American Tower at Queen City Square. Leading its development, construction and opening in 2011 was our real estate subsidiary, Eagle Realty Group. As the city's tallest office building, the 41-story architectural treasure is downtown Cincinnati's first and largest "green" office tower.

The building is **LEED Gold** certified and received the EPA's Energy Star designation five years in a row. It was also named the 2014-15 Cincinnati-area winner of The Outstanding Building of the Year (TOBY®) Award from the Building Owners and Managers Association (BOMA) in recognition of its sustainability and recycling practices.

Sustainability attributes of the Queen City Square building include:

- ▶ High ceilings and floor-to-ceiling windows to allow maximum daylighting.
- ▶ Use of specially coated insulated glass to avoid unwanted heat transfer between the interior and exterior of the building.
- ▶ Dedicated air-handling unit on each floor to provide proper heating and cooling, introducing more fresh air automatically when necessary.
- ▶ Use of sustainable components, such as materials with recycled content, carbon dioxide sensors and low VOC paints, sealants and adhesives.

Investing Responsibly

Fort Washington Investment Advisors, Inc.

A subsidiary founded in 1990, Fort Washington Investment Advisors, Inc. (Fort Washington) manages capital across a range of strategies, including public and private equity, fixed income, and multi-asset class solutions. It serves institutional and individual investors both domestically and abroad.

Since Fort Washington's inception, we have applied fundamentally diligent processes that are repeatable and value driven—processes firmly grounded in the belief that investment decisions should be based on the measurement of risk and return, not forecasting.

Every investment decision at Fort Washington is based on an assessment of risk-adjusted return potential. Environmental, social and governance (ESG) factors can be used in a variety of ways and be seen as a lens through which to identify opportunities and mitigate risks.

Approach to Responsible Investing

From its earliest beginnings, Fort Washington has conducted “avoidance screens” for its clients wishing to have their portfolios reflect the values most important to them.

Today, Fort Washington recognizes that the impact of a client's portfolio can be a consideration just as important to them as investment returns. We are confident that we can have a meaningful impact on our communities while still generating strong investment outcomes.

Integration

In 2016, Fort Washington became a signatory of the United Nations-sponsored Principles for Responsible Investment (PRI). Signatories publicly commit to adopt and implement the principles consistent with their fiduciary responsibilities. They also commit to evaluating the effectiveness and improve the content of the principles over time.

As a signatory, Fort Washington integrates the six principles of responsible investment as set forth by the PRI:

"The Six Principles for Responsible Investment are a voluntary and aspirational set of investment principles that offer a menu of possible actions for incorporating ESG issues into investment practice. The Principles were developed by investors, for investors. In implementing them, signatories contribute to developing a more sustainable global financial system."

Fort Washington operates three business segments: Institutional Asset Management, Private Client Wealth Management, and Private Equity Investment Management. Investment teams in each area have tailored approaches to integrate responsible investing for various asset classes and investment types. In addition, integration of ESG factors can be customized within separate accounts to meet the goals and preferences of clients.

"Fort Washington has a responsibility to promote sustainable and ethical practices and this belief is aligned with prudent investing and risk management. We therefore encourage and support an investment philosophy that considers environmental, social and governance factors in assessing risk and the sustainability of future returns."



Brendan White
Senior Vice President and Co-Chief Investment Officer,
Fort Washington Investment Advisors

Driving Positive Results

Every investment decision at Fort Washington is based on an assessment of risk-adjusted return. A comprehensive risk management program includes a thorough assessment of ESG factors. View [Fort Washington's Responsible Investment Policy](#) to learn more about our practices and how they are implemented and enforced.

Responsible Investment In Action

Fort Washington's investment teams make use of reputable third-party data, including MSCI ESG research and Morningstar® Sustainability Rating™ services to assess company, portfolio, and manager level exposures to ESG factors.

In addition, our analysts and portfolio managers have the ability to evaluate the level of corporate responsibility being demonstrated by potential and existing issuers of securities. Examples of factors that are evaluated include:



Environmental Factors

Climate change, resource depletion, renewable energy sourcing, waste, pollution and deforestation.



Social Factors

Working conditions, discrimination, diversity policies, labor abuse, child labor, health and safety, alcohol and weapons.



Governance Factors

Executive pay, bribery, corruption, political lobbying and board diversity/structure.

Managing Investment Risk

We view stewardship, corporate engagement and shareholder action as an integral method in managing investment risk and driving positive shareholder value. We seek opportunities to engage with companies, through dialogue and voting to better evaluate and understand their corporate governance policies, environmental impact, and social issues.

Additionally, active ownership philosophy is a key criteria we evaluate when conducting due diligence on external managers to get a deeper understanding of their engagement methods.

Oversight of Responsible Investing

Comprised of senior leaders in the organization and members from all areas of the company, our Responsible Investment (RI) Committee governs the firm's RI efforts. This group establishes responsible investing policies and procedures, sees that policies and procedures are documented and followed, enhances RI awareness and allocates required resources toward RI program development.

Implementation of the RI Policy is the responsibility of each investment team with support of the RI Committee. Each team has a representative that is a member of the RI Committee. These individuals are accountable for upholding and communicating RI policy within their respective disciplines.

A Rigorous ESG Framework for Investment Research

Touchstone Investments

Touchstone Investments engages more than a dozen investment managers to sub-advise its 30+ mutual funds.

In conducting due diligence to identify and monitor its investment managers, Touchstone developed a proprietary and rigorous set of ESG- and diversity & inclusion-specific questions that are incorporated into requests for information. The responses to the questions and the interactions they inspire are integral elements of Touchstone's asset manager evaluation discipline.

Most of Touchstone's sub-advisors are PRI signatories and multiple Touchstone Funds emphasize specific aspects of ESG and/or impact investing. In supporting the information needs of investors and financial professionals, Touchstone and its sub-advisors provide relevant insights regarding ESG investing via content like white papers, presentations, fact sheets and, where applicable, periodic sustainability or impact reports.

Disclosures

Western & Southern is the marketing name for Western & Southern Financial Group.

Western & Southern Life is the marketing name for The Western and Southern Life Insurance Company and Western-Southern Life Assurance Company.

AM Best A+ Superior: Six out of seven of Western & Southern Financial Group's life insurance subsidiaries maintain a rating of A+ Superior ability to meet ongoing insurance obligations (second highest of 13 ratings; rating held since June 2009). Gerber Life maintains a rating of A Excellent ability to meet ongoing insurance obligations (third highest of 13 ratings; held since January 2019). Gerber Life is not rated by the other rating agencies.

Standard & Poor's AA- Very Strong: Very strong financial security characteristics (fourth highest of 21 ratings; rating held since August 2018).

Fitch AA Very Strong: Very strong capacity to meet policyholder and contract obligations on a timely basis (third highest of 21 ratings; rating held since June 2009).

Moody's* Aa3 Excellent: Excellent financial security (fourth highest of 21 ratings; rating held since February 2009).

* The Lafayette Life Insurance Company is not rated by Moody's.

Comdex Ranking 96 out of 100: The Comdex Ranking is a composite of all the ratings a company has received from the major rating agencies. It ranks insurers on a scale of 1 to 100 (where 1 is the lowest) in an effort to reduce confusion over ratings because each rating agency uses a different scale.

Ratings are for Western & Southern Financial Group's member companies and subject to change. The ratings shown here are correct as of June 22, 2022.

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- 1 Number reflects donations from the Western & Southern Financial Fund, corporate sponsorships and associate donations.
- 2 Associate figure represents associates in our home and Gerber Life offices and does not include field associates.
- 3 Source: <https://www.cancer.org/cancer/cancer-basics/lifetime-probability-of-developing-or-dying-from-cancer.html>.
- 4 Source: <https://www.artswave.org/whats-artswave>.
- 5 Source: <https://www.artswave.org/docs/default-source/default-document-library/artswave-2021-community-report.pdf>.
- 6 Source: https://hoxworth.org/donors/returndonor.html?utm_source=carnegie&utm_medium=ppc&utm_campaign=blood-donors&utm_term=google&utm_content=ppc&qclid=CjwKCAjw9LSSBhBsEiwAKtf0n7Q3IpQ3AjfZQ7fZ0com0_TE45fpAoKilfvYw-AcJVqNbu0HWu8QBBoCwZMQAvD_BwE.
- 7 Data provided by University of Cincinnati Hoxworth Blood Center.
- 8 The Western and Southern Life Insurance Company, doing business as Western & Southern Life, was awarded a 2021 Military-Friendly® Employer and Military-Friendly Spouse Employer by Viqtory Media, November 2021.
- 9 Pensions & Investments Best Places to Work rankings are determined in conjunction with third-party surveys of employers and employees.
- 10 Source: Bureau of Labor Statistics reported for Finance and Insurance Industry the average tenure in 2020 was 4.9 years.
- 11 IncomeSense, policy series ICC20 2006-4003-W WSA, ICC20 2006-4003-R WSA, and Simple Whole Life, policy series ICC20 2006-4002-W WSA, issued by Western-Southern Life Assurance Company.
- 12 Includes Western & Southern Mutual Holding Company, Western & Southern Financial Group, Inc., and The Western and Southern Life Insurance Company. The W&S Board is governed by the Amended Articles of Incorporation and the Code of Regulations of Western & Southern, and applicable board committees are governed by committee-specific charters.