

Corporate Responsibility Report 2023





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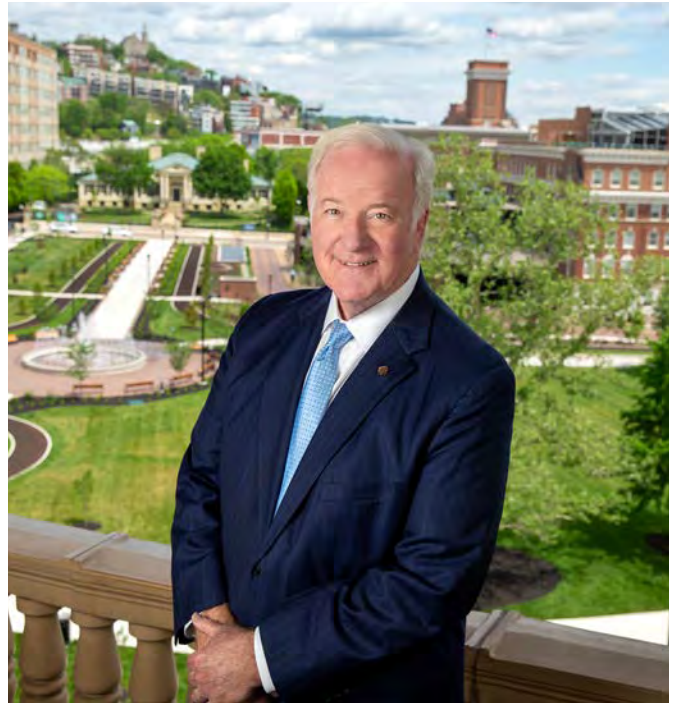
Leading with Purpose

Reflecting on the past year and looking ahead, I reaffirm our unwavering commitment to our customers, associates, community and environment. This latest Corporate Responsibility Report highlights the strides we've made and the initiatives we've embraced to foster a positive impact. From sustainable business practices to community engagement, our efforts demonstrate that success and responsibility go hand in hand.

We believe that by nurturing a culture of growth and leadership, we can achieve great things while making a meaningful difference in the world around us. In 2023, our beliefs were validated in numerous ways. A prime example is our mission to be the ideal place for a career. We strive to provide resources, support and opportunities to help our associates build meaningful careers. The American Opportunity Index, a joint project by the Burning Glass Institute, Harvard Business School and Schultz Family Foundation, measured how well America's largest companies drive economic mobility and positive career outcomes for their employees. Western & Southern received the highest grade of four in the promotion and pay categories, ranking 29th of 396 companies.

Our commitment to career growth is further evidenced by the strategic initiatives outlined in this report and several other distinctions that demonstrate our focus on our people. Some of those accolades include the Association of Talent Development's BEST award, Training magazine's APEX award, Pensions and Investments' Best Places to Work list, VIQORY's Military Friendly Employer designations and Forbes' America's Best Employers by State list. We strive to be somewhere our associates can grow, lead, win, and do good for our customers and the community.

Additionally, last year, through a partnership with the University of Cincinnati's Economics Center, our impact on the community was uncovered. Their economic impact study measured the economic output, jobs and earnings supported in the region by our sponsorships,



philanthropic giving, capital and operations expenditures, as well as those of our real estate development projects. They found that our company supported \$27.4 billion of total economic impact in our region between 2008 and 2022. This impact was additional to our support for the Cincinnati Open tennis tournament (formerly the W&S Open, in which we served as title sponsor for more than 20 years and had an \$80 million economic impact annually).

Our company's 135-year history is rich with illustrations of giving back and doing good for others. It's not just about doing what is expected of us, it's about doing what we believe is right. Our dedication to this principle is a core part of who we are as a company that cares deeply about our customers, people, community and environment.

Sincerely,

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. More than a century later, 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 6.4 million clients,* with more than 91,000 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, investment 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.



- Western & Southern Life
- Columbus Life Insurance Company
- Eagle Realty Group
- fabric by Gerber Life
- Fort Washington Investment Advisors, Inc.
- Gerber Life Insurance
- Integrity Life Insurance Company
- Lafayette Life Insurance Company
- National Integrity Life Insurance Company
- Touchstone Investments®
- W&S Financial Group Distributors

A+
SUPERIOR
AM Best

AA-
VERY STRONG
Standard & Poor's

AA
VERY STRONG
Fitch

Aa3
EXCELLENT
Moody's

96
OUT OF 100
Comdex Ranking

*Based on in force agreements/accounts.



6.4 Million
Clients, Policyholders and
Account Owners



14.6%
Capital-to-Asset Ratio



\$651.3 Million
Operating Income



\$112.2 Billion
Assets Owned and Managed

Learn more about our financial strength by visiting westernsouthern.com.

As of December 2023

A History of Doing Good for Others



1888 – Thirteen friends formed a company to help industrial workers financially protect their families. The Western and Southern Life Insurance Company provided weekly premium life insurance that industrial workers could afford.

1932 – To combat the economic shock of the Great Depression, company President Charles F. Williams chaired the city wide Community Chest campaign – precursor to today's United Way of Greater Cincinnati. Now, Western & Southern regularly donates more than \$1 million each year to the United Way.



1939 – To honor the solemnity of the season, Western & Southern sponsored the first Crib of the Nativity display. All charitable contributions collected are matched by the company and donated to The Salvation Army. This tradition continues today with more than \$800,000 donated to The Salvation Army.



1949 – The Cincinnati Institute of Fine Arts launched the Fine Arts Fund – now called ArtsWave. Since 2008, Western & Southern's associates have donated more than \$3 million to ArtsWave, funding everything from theater performances to children's field trips.

1963 – Construction of a major new local highway threatened to demolish historic Lytle Park. To retain the cherished greenspace, Western & Southern paid to slab over the expressway, allowing the city to reconstruct Lytle Park above it. In 2022, Western & Southern donated \$3.2 million to renovate Lytle Park.



1943 – Western & Southern hosted war bond drives during World War II, asking its associates to spend 10% of their pay on war bonds to help stimulate the economy during a challenging time for the country.



1988 – To coincide with the company's centennial, the Western & Southern Financial Fund was established to support medical research, medical institutions and higher education.

1994 – Brackett Village, an affordable housing community developed by Western & Southern in Cincinnati's Over-the-Rhine neighborhood, began offering underserved residents high-quality apartments at affordable rents.



1991 – Western & Southern stepped forward to become title sponsor of the National Multiple Sclerosis Society's first-ever "Wheel and Heal" bike fundraiser, today's Walk MS. In 2017, Willie's Walkers, Western & Southern's team, surpassed \$2 million in donations to the National MS Society.



1996 – Established The Guilford Institute, which started the company's now award-winning talent development program.

Doing good for others is part of our mission to serve our customers, our associates, our community and the environment around us. As we reflect on 135 years in business, it becomes clear that our tradition of giving back is deeply rooted in who we are as an organization.



2002 – Saving it from relocation, the company became the title sponsor of Cincinnati’s long-running international tennis tournament. In 2011, the men’s and women’s professional tennis tournaments combined under a new name: the Western & Southern Open. The fan-favorite tour stop – one of the premier events in the world – brings global attention to the city and delivers more than \$80 million annually to the economy of Greater Cincinnati.

2007 – Western & Southern established the Dr. Lawrence C. Hawkins Educator of the Year Award to recognize educators in Cincinnati Public Schools (CPS) each year.



2011 – Western & Southern became a Pioneer Partner for the DePaul Cristo Rey High School Corporate Work Study Program – sending high schoolers into the office environment. Since 2011, Western & Southern has employed more than 60 students.

2011 – In the wake of the Great Recession, the company officially opened the doors of the newly constructed Great American Tower at Queen City Square, Cincinnati’s first and largest “green” office tower.



2013 – To preserve another beloved Cincinnati tradition, Western & Southern became title sponsor of the Thanksgiving Day Race – the nation’s sixth-oldest running race.



2017 – After 10 years of supporting the Ride Cincinnati biking event, Western & Southern assumed primary stewardship of the Ride and charted a new path to significantly increase fundraising. Notably, 100% of every rider-raised dollar is directed to cancer research and care in our region.



2020 – The Lytle Park Hotel – owned and developed by Eagle Realty Group – opened and received LEED Silver certification.



2021 – Western & Southern committed to investing \$5 million to develop and manage more high-quality, affordable housing in Cincinnati over time. In 2022, Western & Southern partnered with Urban Sites to rehab Park Apartments, a historic building in Walnut Hills.

2022 – Over the last 15 years, Western & Southern has supported \$27.4 billion of total economic output in the region, according to a recent study by University of Cincinnati’s Economics Center.



2023 – Western & Southern once again played a significant role in keeping one of the nation’s oldest tennis tournaments in its city of origin for 25 more years.

The Company That Cares

For many years, alongside one of our city's busiest thoroughfares, stood a billboard with a Western & Southern motto, The Company That Cares. While the signage is no longer there, its memory lives on among our community and the sentiment persists within our company.

At the center of everything we do are our customers, people, community and the environment, 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.



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.

2023 Highlights

Our Community

\$18 Million

Community Support in 2023¹

\$70 Million

Community Support Over Five Years

35-Unit

Affordable Housing Apartment Building Opened

Our People

10.2 Years

Average Employee Tenure²

33%

Open Positions Filled Internally²

1,300+

Virtual Courses Offered

Our Customers

6.4 Million

Clients, Policyholders and Account Owners

Industry-Leading

Enterprise Risk Management Program

346,000

Annuity Clients Served

Our Environment

98 Tons

Sorted Office Paper Recycled

25 Tons

Cardboard Recycled

20%

Reduction in Paper Waste

Awards and Recognition





Our Community

We consider Cincinnati the best place to live, work and celebrate life. Committed to doing good for our community, we play an active role in preserving its traditions, helping businesses thrive, enriching cultural experiences and supporting its people in many ways.

Community Support— At a Glance

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

Western & Southern Financial Fund

In 1988, 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 work in concert with corporate sponsorships and associate donations to support major community fundraising efforts, like United Way and ArtsWave, totaling **\$70 million over five years**. The vast majority of those dollars remain in the Greater Cincinnati region, benefiting the residents and nonprofit organizations that call Cincinnati home.

Seeded with an initial donation and nurtured with periodic funding infusions from Western & Southern, 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

We believe leadership extends beyond the office and into the community.

71 Western & Southern senior leaders serve on **159** community and charity boards and committees.

Our Support

\$70 Million

Community Support Over Five Years

\$1.2 Million

United Way

\$328,000

ArtsWave

\$1.5 Million

Cincinnati Art Museum Over Five Years



Major Events	\$5,319,800
Health Care	\$4,234,450
Our Community	\$2,715,130
Education	\$2,521,821
Human Services	\$1,846,736
The Arts	\$1,407,622

Total: \$18,045,559

Categories of causes and needs supported by Western & Southern's corporate foundation, associates, charitable fundraising campaigns, and community sponsorships.

A 15-Year Look

Our company's rich legacy is defined by our commitment to do good for others. Last year, economists from the award-winning Alpaugh Family Economics Center at the University of Cincinnati completed a formal study measuring Western & Southern's impact in the Greater Cincinnati region, revealing that over the 15-year period from 2008 to 2022, Western & Southern Financial Group's **community and economic impact totaled \$27.4 billion.**

Of the total, more than \$103 million in philanthropy supported 681 nonprofit and community organizations. Another \$6.3 million in sponsorship support enabled a number of annual communitywide events, such as Ride Cincinnati, the Thanksgiving Day Race, the W&S/WEBN Fireworks and more.

Additionally, the economic impact of the Western & Southern Open tennis tournament, now renamed the Cincinnati Open, has contributed more than \$80 million to the region each year.



*"This recognition is a celebration of the values deeply rooted in our culture – **compassion, resilience and a commitment to do good for others** in everything we do. It ignites our passion to make an even greater impact in the years to come."*

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



Somewhere to Do Good for Others

Impact is not merely measured in numbers or dollars. Find out more about how we engage with our local communities on page 16.

2008-2022



Economic Impact



Total Philanthropic Support



Local Organizations Supported

In 2024, the report earned our company the **2024 Research Impact Award** at the Alpaugh Family Economics Center annual awards ceremony.





Our Community

Creating a Vibrant Community for All

The Greater Cincinnati region is defined by a vibrant history 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.



Cincinnati Open

\$80 Million Annual
Economic Impact

The Cincinnati Open, formerly the Western & Southern Open (2002-2023), 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. The 2023 tournament **welcomed 194,340 fans** and supported an estimated \$80.1 million in economic output for the region.

The event also benefits local charities, including Cincinnati Children's Hospital, the Barrett Cancer Center at the University of Cincinnati and Tennis for City Youth.

Find out how we played a pivotal role in keeping this tradition alive in our community for the next 25 years on page 14.



Cincinnati Zoo & Botanical Garden

\$2 Million+ for Programs,
Care and Conservation

We are a strong advocate for the Cincinnati Zoo, one of the city's top three destinations. 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. In 2023, in addition to contributing **\$50,000 to Zoofari and another \$20,000 to Zoo La La** — which specifically supports the zoo's educational programming — we made a \$500,000 contribution to support a major renovation. Our senior leaders are also significant patrons of the Zoo and continue to offer meaningful support to the Zoo and its conservation and sustainability efforts.



W&S/WEBN Fireworks

\$1,036,914 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 support our local food pantry, Freestore Foodbank. The 2023 event raised \$1,036,914, equal to more than **3 million meals**.

Since 2015, the event has raised more than \$10 million, generating more than 32 million meals for our community.



Crib of the Nativity

\$126,414 Raised for

CRIB OF THE
NATIVITY The Salvation Army

The Western & Southern Financial Fund matches donations collected at the Crib of the Nativity, an annual live nativity scene Western & Southern has sponsored since 1939. The 2023 donation of \$126,414 tops the 2022 record-setting donation, making it the **largest in the 31 years**. Since 1993, donations and the match have resulted in \$800,000 provided to The Salvation Army.



Cincinnati Keeps its Historic Tennis Tournament

For 124 years, Cincinnati has been home to one of the oldest professional tennis tournaments in the world. Known for providing unparalleled access to top tennis stars, the tournament draws tens of thousands of visitors each year, generating significant economic impact for hundreds of local businesses. For the past 22 years, we have taken pride in serving as the title sponsor, playing a meaningful role in preserving the tournament's legacy just over two decades ago.

Stepping in as the title sponsor in 2001 was not just a civic duty but a great privilege. In that pivotal moment, our unwavering commitment ensured that the tournament remained firmly anchored in the city it had called home for over a century. Faced with similar circumstances just this year, we once again played a significant role in securing the tournament's future, solidifying its enduring presence in Cincinnati for many years to come.

In October 2022, Beemok Capital acquired the tournament from the United States Tennis Association. The Beemok team explored the possibility of moving the event to Charlotte, North Carolina, where they proposed to build a new tennis facility, instead of expanding the Lindner Family Tennis Center in Mason, Ohio — the tournament's home court since 1979.

Given the potential relocation, we were determined to keep the event local. We rallied leaders across the Greater Cincinnati region to come together and make a concerted effort to do everything within our capacity to keep the tournament in our backyard, and we did just that.

After observing the community's passion for the event during this year's tournament and receiving tremendous public and private support from business and civic leaders across Greater Cincinnati, Beemok committed to keeping the tournament in the region for another 25 years.



*"Leaders across our community – business, political, civic, charitable – came together to make this wonderful news possible. The collaboration is a model for other public-private partnerships. **So much was accomplished because it was now or never.** So many people subordinated their personal interests to the common good to effect this outcome."*

John F. Barrett

Chairman, President and Chief Executive Officer

Because of the tremendous investments from private and public entities, the Lindner Family Tennis Center will receive a \$260 million upgrade as the tournament grows in size and duration in 2025.

Additionally, beginning in 2024, we will be joined by new corporate partners in a shared presenting sponsorship of a rebranded tournament. While this will mean an end to our title sponsorship — the longest-running naming rights partnership in North American tennis history — our support will remain essential.

We look forward to being a part of the future of world-class tennis and witnessing how the tournament will positively influence and shape our region in the years to come.

Game-Changing Partnerships

Our city is home to a number of professional sports teams — the Cincinnati Reds, FC Cincinnati and the Cincinnati Bengals — each playing a vital role in enriching the vibrancy and spirit that define our community. Additionally, the area boasts strong collegiate athletics, with local universities contributing to the sports culture through competitive programs in basketball, football, soccer and other sports.



Western & Southern
Financial Group



OFFICIAL PARTNER OF THE CINCINNATI BENGALS

For years, we've held a variety of sponsorships with the Cincinnati Reds, FC Cincinnati and the University of Cincinnati. This past summer marked a new milestone as we proudly became an Official Partner of the Cincinnati Bengals, fortifying our commitment to preserving our city's beloved traditions and investing in organizations that celebrate the distinct character of our hometown.



Doing Their Part

Doing good for others is intrinsic to the fabric of our organization. In addition to support offered from the Western & Southern Financial Fund and the enterprise as a whole, our family of companies is active in the local communities we serve.

Fort Washington Investment Advisors

With nearly **20% of its associates serving on a charitable board and more frequently volunteering** in various capacities, Fort Washington Investment Advisors associates regularly demonstrate their passion and commitment to their community.

In 2023, the subsidiary supported more than 80 organizations focused on healthcare, the arts and human services.

Susan Sargen Student Enterprise Program (StEP)

Created in honor of former associate Nick Sargen's late wife, StEP helps reinforce positive behaviors, such as completing homework on time, arriving at school on time and showing academic achievement, at local elementary schools. Associates volunteer at schools and help teach students about entrepreneurship, critical-thinking and financial responsibility.



Sophisticated Giving

Since 2018, Fort Washington Investment Advisors and Western & Southern have been the presenting sponsors of Sophisticated Giving, a charity register published by Sophisticated Living magazine that highlights the nonprofit organizations that are improving the lives of residents of the region.

Gerber Life Insurance Company

With locations in Fremont, Michigan, and White Plains, New York, Gerber Life associates come together in big ways to help their local communities, supporting more than 25 organizations and donating more than \$146,000 in 2023.

FREMONT

TrueNorth Community Services

Since 2006, Gerber Life associates volunteered over 1,815 hours for TrueNorth — an organization in Newaygo County, Michigan, focused on empowering individuals and strengthening the rural and urban communities in the area. Each year, associates are actively involved in supporting TrueNorth programs and services that inspire and benefit children within their local communities, such as TrueMentors, cold-weather clothing collections and school supply drives. Gerber Life received TrueNorth's 2023 Community Partner Award for their efforts and contributions to the organization.

Harvest Festival

As part of the annual Fremont Harvest Festival, businesses around the community design and display hay art creations. Residents "vote" on their favorites by donating canned goods to benefit TrueNorth. In 2023, Gerber Life's "votes" totaled over 800 pounds of food.

PromiseZone

Knowing that education and training are avenues for growth and opportunity within the community, Gerber Life is a proud supporter of the Newaygo County Regional Educational Service Agency (NCRESA) Promise Zone Program, which helps provide college scholarships to local students. In April 2023, Gerber Life was presented with the 2022 Exemplary Partner Award for its impactful contributions to the program.

K9 Jaeger Foundation

Gerber Life is honored to support veterans and first responders through the K9 Jaeger Foundation, a local nonprofit dedicated to placing service dogs into the hands of military veterans and first responders. In 2023, Gerber Life made a \$500 donation in honor of Veterans Day.

WHITE PLAINS

March of Dimes

For 15 years, Gerber Life has partnered with the March of Dimes to help further the mission of improving the health of moms and babies. In 2023, alongside its media partner, Merkle Inc., Gerber Life organized the inaugural 'Fairways Fore Families' — a charity golf tournament dedicated to supporting the March of Dimes. This event successfully raised \$70,000.

Lifting Up Westchester

Gerber Life associates held a holiday food drive to support Lifting Up Westchester — an organization helping restore hope to individuals and families who are experiencing homelessness and to those living in poverty.

The Sharing Shelf

Associates held a warm-clothing drive to support The Sharing Shelf, a group that works with community partners to meet the basic material needs of low-income children and teens.

The Lafayette Life Insurance Company

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 2023, the **Lafayette Life Foundation provided \$175,774 in single and multi-year program grants** to eligible non-profit community partners in Lafayette, Indiana.

Western & Southern Life

Western & Southern Life has a long history of supporting local communities where its field offices are located, nationwide. In 2023, its agency offices supported numerous organizations and causes, ranging from traditional charities to scholarship funds to youth athletics.

Among Western & Southern Life's many sponsorships was the Western & Southern Life Ironton Classic, a high school basketball tournament in Ironton, Ohio, that showcases some of the top young basketball talent in the country.

Additionally, Western & Southern Life was recognized as a Military-Friendly® Employer for the 11th consecutive year and as a Military-Friendly Spouse Employer for the ninth consecutive year by Victory Media, publisher of GI Jobs® and Military Spouse magazines.³



Recognizing Entrepreneurial Vision

For a community to grow and thrive, it must be supported by passionate individuals who are catalysts for innovation and development. These entrepreneurial visionaries introduce new ideas and launch businesses that are instrumental in boosting the local economy.

Each year, such leadership within our community is celebrated through the John F. Barrett Vision Award. Established in 2012 in partnership with the Entrepreneurs' Organization (EO) Cincinnati, this award was created to highlight entrepreneurial leadership among its members to honor the inspirational work and lifetime achievements of Chairman, President and Chief Executive Officer John F. Barrett.

In 2014, Western & Southern and Lead Tribune Media Group partnered to expand the awards program to include entrepreneurs from across the Greater Cincinnati region. Individuals and businesses are nominated by area business leaders and entrepreneurs, and category finalists and an overall winner of the John F. Barrett Vision Award are chosen by a select panel of judges.

Building Our Communities

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.

As an investor in the Greater Cincinnati community, we have a history of helping advance inner-city redevelopment.

- **Brackett Village:** Constructed Brackett Village in 1990, an affordable housing complex downtown that spurred more widespread revitalization in Over-the-Rhine (OTR).
- **Carthaginian:** Developed the Carthaginian Senior Housing in 1997 in Carthage, Ohio.
- **Mercer Commons:** Assembled the Mercer Commons site in 2004 and sold it to Cincinnati Public Schools as part of a plan to expand Washington Park.
- **Over-the-Rhine:** Acquired a number of OTR properties in 2005 for the Cincinnati Center City Development Corporation (3CDC), whose mission is to revitalize and connect the Central Business District and OTR neighborhoods.
- **Affordable Housing Development:** In 2021, earmarked \$5 million to develop and manage more high-quality, affordable housing in Cincinnati over time.
- **Walnut Hills:** Teamed with Urban Sites in 2023 to rehabilitate a multifamily building in Cincinnati's Walnut Hills neighborhood.

Upholding the Legacy of the Lytle Park Historic District

Our efforts to preserve the Lytle Park Historic District celebrate the old and new, and help revive the eastern corridor of downtown Cincinnati.



550 At Lytle Park. In 2023, Western & Southern completed a comprehensive renovation of the 550 apartment building located across the street from the treasured Lytle Park. The renovation, which includes replacement of mechanical systems, new modern kitchens, bathrooms, closets, and in-unit laundry, establishes the building as one of downtown's finest apartment buildings. Additionally, the building features retail space that is expected to become home to one of the city's premier spa retailers. In 2024, Mitchell's Salon & Day Spa will open its first downtown location, offering residents, hotel guests and visitors to the area access to a premium salon and spa experience.



The Guilford Building. In 1996, Western & Southern completed renovation of The Guilford Building, a historic Cincinnati public school dedicated in 1914. We converted the building into office space, a training and learning center, and a fitness center for our associates, keeping intact much of the building's Italian Renaissance Revival style. Our renovation of the building earned a CPA Preservation Award in 1996.



The Phelps. 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, while preserving its façade, transformed it into the beautiful hotel it is today. The Phelps continues to wow patrons with panoramic views from its rooftop entertainment space since opening in 2011.



Lytle Park. At the heart of the Lytle Park Historic District is Lytle Park — a Cincinnati landmark with a storied history dating back to its establishment in 1905. This 2.8-acre park has long been cherished for its historical significance and natural beauty, including meticulously curated seasonal flower beds and a striking 11-foot bronze statue featuring a rare depiction of a beardless Abraham Lincoln.

Several years ago, however, the allure of Lytle Park faced a setback following a significant highway construction project, putting its inherent splendor at risk. Restoration of the green space became necessary, and in 2022, Western & Southern invested \$3.2 million to help make it happen.

With the revitalization project set to be completed in early 2024, Lytle Park is on the cusp of a new era featuring refreshed hardscape, plazas, brick walkways, a decorative fountain, a rubberized running track, new landscaping, lighting, benches, and a bocce ball court. The project restores the park’s historical charm while providing new amenities for the community to enjoy.



The Lytle Park Hotel. We led the development of this four-diamond hotel property, which is an adaptive reuse of two historic buildings, the Anna Louise Inn and the Earl Building. 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.

The Lytle Park Hotel has earned numerous distinctions as one of the top hotels in the United States, most recently rated in 2023 as a AAA 4-Diamond hotel and in 2022 ranked No. 71 on Travel + Leisure’s list of Top 100 Hotels in the World.

Cultivating Growth: Our Partners in Community Development

- › 3CDC
- › Boy Scouts of America
- › Cincinnati Nature Center
- › Cincinnati Parks Association
- › Cincinnati USA Regional Chamber
- › CincyTech
- › Cintrifuse
- › InsurTech Ohio
- › PAWS
- › REDI Cincinnati
- › Urban League of Greater Cincinnati
- › Visit Cincy



Health Care

Advancing Cancer Care and Research

In many ways, the vitality of a city depends on the strength of its people. Providing access to superior healthcare is crucial.

While we support a number of health and wellness initiatives in our community, we made a concerted effort toward cancer care and research, compelled by a sobering statistic — one of every three women and one in every two men are at risk for developing cancer in their lifetime.⁴ 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. Our partnership with Ride Cincinnati is one example.

While our relationship with the organization spans more than a decade, we knew we could do more. In 2017, we expanded our financial support and reinvigorated the campaign by introducing a new operating model to significantly increase fundraising. Notably, 100% of every rider-raised dollar is directed to cancer research and care in the Greater Cincinnati area.



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

2023

228 Riders Largest Team **\$1.5 Million** Total Raised

RIDE
CINCINNATI

\$8.1 Million
Raised for Ride Cincinnati since 2007

77
Research Grants Funded

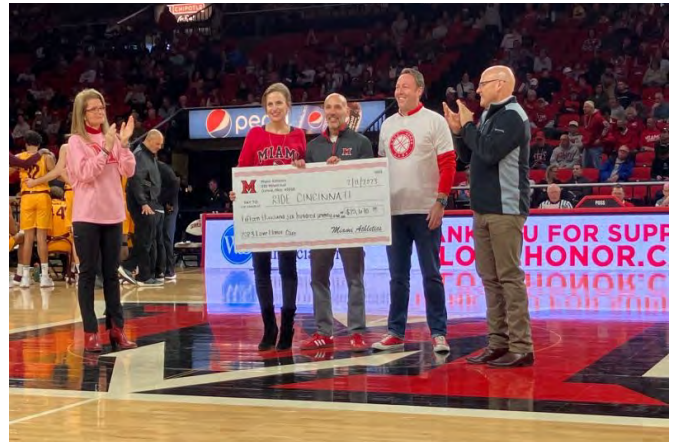
**UNITED
AGAINST
CANCER**

Each year, we rally our associates, friends and family to build a strong corporate team. In 2023, we proudly registered 228 riders, surpassing our previous record in 2022 and representing the largest Ride Cincinnati team. Additionally, **our company peloton raised more than \$180,000**, contributing to the **total \$1,500,000 raised**.

Taking It to the Court

For eight years, Miami University, located in Oxford, Ohio, has united the community through a powerful initiative, "Love.Honor.Care" — a basketball doubleheader that raises funds for local cancer support organizations.

Through the 2023 event, Miami University donated more than \$16,000 to Ride Cincinnati and spread further awareness of Ride Cincinnati's mission to bring world-class cancer care and research to Greater Cincinnati.



Uniting Against Cancer



In addition to Ride Cincinnati, we further support the Barrett Cancer Center at UC through several community events and sponsorships.

For years, we've teamed up with local universities and professional sports teams to beat cancer. Through our sponsorship of the Cincinnati Reds' "Strike Out Cancer" and the University of Cincinnati's "Tackle Cancer" initiatives, we donated \$35,000 to the Barrett Cancer Center at UC last year.

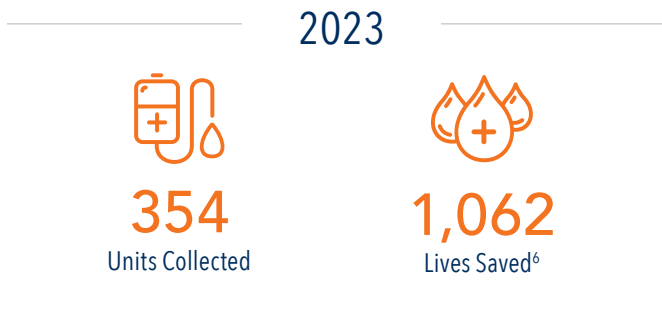
We are also a proud sponsor of Cincinnati Magazine's Slice Night, an all-you-can-eat pizza extravaganza, which raised \$45,825 in 2023.

A total of \$316,407 has been donated through Slice Night since it began in 2014. Western & Southern has been a presenting sponsor since the event's inception.

Lifesaving Donations

Every five minutes, someone in our region needs blood.⁵ That's why each year we partner with the University of Cincinnati's Hoxworth Blood Center to host blood drives on our main campus in Cincinnati as an opportunity for our associates to conveniently support this important initiative.

In 2023, we held five blood drives and nearly doubled our impact from the previous year.



Our Gerber Life associates in Fremont, Michigan, also held several blood drives for their local community, collecting enough blood to save 276 lives.

Together for Health: Supporting Wellness Innovators

This list includes several of the hospitals, healthcare systems and health-focused organizations we support through charitable giving, volunteering, partnerships and more.



Education Investing in 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.



Heading to the Classroom

In 2022, our commitment to youth education led us to expand our influence and make a greater difference for our future generations. By partnering with Adopt-A-Class — an organization that seeks to connect business professionals with local students to share valuable insights about career development in a hands-on learning environment — we were able to do just that.

During our first year of involvement, 12 company leaders began volunteering as Adopt-A-Class mentors. In 2023, we **more than doubled our number of volunteers** with **25 leaders participating in middle school programs at three local schools** — Academy of World Languages, Oyler School, and Withrow University Junior High School.

Our associates join over 3,000 local volunteers who bring their career experiences to students at 43 schools in the Greater Cincinnati region.

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. We support the organization's mission, which encourages its students to believe, achieve and become.

In the first four years of our involvement with DePaul Cristo Rey, we employed a group of four students each year. Since then, we doubled our commitment and have welcomed eight students each year for the last six years — a total of 64 students to date.



More than 30 years ago, Western & Southern played a key role in revitalizing the Cincinnati Scholarship Foundation through the creation of the Greater Cincinnati Scholarship Association. The organization, which helps send thousands of students to college each year, has awarded more than \$64 million to 44,000 Greater Cincinnati area students (since record-keeping began in 1964).



2023



953
Scholarships



\$1.4 Million
Awarded

Inspiring Educational Excellence

Educators assume a great deal of responsibility when it comes to preparing students for life outside the classroom. To recognize these efforts and reward educational excellence in our community, we established the Dr. Lawrence C. Hawkins Educator of the Year Award, named after an esteemed member of our company's board of directors.

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 recognize a group of semifinalists and finalists for elevating the educational process and making a positive impact on their students. In addition to hosting an annual marquee event for the local educators from Cincinnati Public Schools, we award one winner a \$10,000 cash prize.

DR. LAWRENCE C. HAWKINS EDUCATOR of the YEAR AWARD



Dr. Mary Webb

2023 Dr. Lawrence C. Hawkins
Educator of the Year

*Math Teacher and Department Chair,
Withrow University High School*



Focusing on Local Talent

Our region is home to several innovative and influential universities that prepare future generations to enter the workforce and make a positive impact. In support of their efforts, we seek to mature relationships with institutions like the University of Cincinnati, Northern Kentucky University, and Central State University. Through these partnerships, we are working toward harnessing local talent and preparing students for prosperous and fulfilling careers.

Paving the Way for Future Innovation

Earlier this year, we joined the University of Cincinnati's 1819 Innovation Hub, furthering our commitment to inspire and grow innovation in our region. At the heart of the Cincinnati Innovation District®, the 1819 Innovation Hub serves as a dedicated space to connect students, researchers and business professionals together to ignite thought-provoking and creative solutions to the complex challenges we face today and those anticipated in the future.

Through our partnership, our associates will also have access to learning workshops curated by university staff that will provide valuable insights, skills enhancement and exposure to the latest trends and practices in the industry.

The synergy between our associates, industry partners, and the team at the University of Cincinnati within this dynamic ecosystem is poised to create a fertile ground for ideation, collaboration and continuous learning. We look forward to the positive impact these interactions will have on our team's professional development and our broader contribution to advancing innovation and progress within the region.



Strengthening Partnerships

Located outside of Dayton, Ohio, Central State University is one of the nation's oldest historically Black colleges. In 2023, we expanded our partnership by sponsoring career expos, advertising at athletic events and participating in career readiness events. By enhancing our visibility both on campus and online, we demonstrated our commitment to fostering educational growth and community engagement.

Inspiring Women in IT

We are a proud sponsor of the annual Women in IT conference offered through INTERalliance. Held at Xavier University, this event provides young women in high school visibility into careers in technology and information systems. Beyond our financial contribution, Western & Southern associates serve as table mentors to high school students at the conference.



*"Innovation will be the lifeblood of a growing and economically vibrant Greater Cincinnati. We must do all we can to attract and produce the top talent, cutting-edge technology and capital necessary to **unleash our region's potential.**"*

Jill McGruder

Senior Vice President and Enterprise Chief Marketing Officer

Growing Together

With 85% of Northern Kentucky University's (NKU) student base remaining in the region following graduation, partnering with the institution is an important investment we are making in the future generations of talent and our community.⁷

In addition to sponsoring and partnering on a number of different initiatives, we opened a satellite contact center at NKU in 2022, creating a unique opportunity for college students to gain real-world experience right on campus. Students work up to 29 hours a week in the call center alongside Western & Southern managers.

This hands-on professional experience breaks down barriers that may prevent students from achieving their educational pursuits by offering them a convenient on-campus job, steady income and career opportunities after graduation.

In response to heightened success and increased demand, we successfully expanded our call center in 2023, nearly doubling the available positions for students. **Additionally, we achieved notable success as our first five students graduated, each securing full-time roles within our company.**



More to Come in 2024

We have teamed up with the University of Cincinnati (UC) to open the Western & Southern Career Development Center, an on-campus, state-of-the-art office space that will provide opportunities for students to start their professional careers in sales and customer service.

The program, which is the first of its kind at UC, will equip students with essential skills and create a direct pathway toward full-time employment. Students will attain a Life and Health Insurance license, with covered costs for the test and study materials. They will also have access to employer-provided benefits, such as tuition reimbursement, professional development resources and courses through the company's award-winning Guilford Learning Institute.



Attracting the Next Generation

Since November 2021, Fort Washington Investment Advisors and Touchstone Investments, members of the Western & Southern family, have been aligned with 26 other leading asset management firms from across the country to form The Equity Collective. The Collective is a multi-year initiative spearheaded by Morgan Stanley that seeks to develop and recruit diverse talent for the financial services industry.

The Equity Collective involves engagement with three national organizations, all of which target young, diverse talent: The Boys & Girls Clubs of America, hellohive and TeamIMPACT.


In 2023, more than 40 Western & Southern associates participated in financial literacy sessions, conducted soft skills seminars, and mentored Youth of the Year contestants at a local Boys & Girls Club in the Greater Cincinnati area. Associates met with students to teach skills such as public speaking, resume writing, interviewing, budgeting and investing principles.

Our associates also participated as speakers, panelists and mentors in hellohive's second summer series, First Flight into Finance, which attracted over 1,300 college students from 250 schools. hellohive is an online recruiting and hiring platform that connects companies with a diverse pool of next generation talent.



Expanding our impact beyond The Equity Collective's original mission, Western & Southern has forged new partnerships with organizations like Black Achievers to help create greater opportunities for members and local students through networking events, panel discussions at local universities, special receptions, and regular meetings that introduce attendees to Western & Southern careers and senior leadership.





Somewhere to Grow

We are committed to building a workforce with a diverse mix of minds, experiences and backgrounds. Learn more on page 32.

Building Brighter Futures: Our Education Partners

- > Adopt-A-Class
- > Boys Hope Girls Hope
- > Catholic Inner-City Schools Education (CISE)
- > Central State University
- > Cincinnati Public Schools
- > Coreville Catholic
- > Crayons-to-Computers
- > DePaul Cristo Rey High School
- > Evanston Academy
- > Franklin University
- > Junior Achievement
- > Miami University
- > Mount Notre Dame High School
- > Mount St. Joseph University
- > Northern Kentucky University
- > Roger Bacon High School
- > St. Rita School for the Deaf
- > St. Xavier High School
- > Summit Country Day School
- > The School for Creative and Performing Arts (SCPA)
- > Thomas More University
- > University of Cincinnati
- > Walnut Hills High School
- > Withrow University High School
- > Xavier Jesuit Academy
- > Xavier University



Human Services

Addressing the Toughest Challenges

Our partnership with United Way of Greater Cincinnati spans a number of decades and is deeply rooted in our desire to make a positive change in our communities and provide resources to those struggling to make ends meet.

In 2023, our associates stepped up in a number of ways to further United Way's mission to break the cycle of poverty and build better systems for all. Through our annual corporate giving campaign, we helped fund programs and services that strengthened education, financial stability and health for thousands of individuals and families in our area.⁸



In addition, our associates created meaningful change by donating their time and talent to help those in need through the United Way's leader groups, including the Herbert R. Brown and Tocqueville societies.



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. In 2023, Western & Southern's campaign was **among the top five in the Greater Cincinnati area** and raised more than \$1 million.

2023

\$1.2 Million
Raised for United Way

Top 25: #4

**workplaces
that CARE** 
United Way of Greater Cincinnati

Our support for United Way extends beyond the Greater Cincinnati area. Associates from our Gerber Life offices in Michigan and New York, as well as our field agents across the country, also participate in our United Way giving campaign with the funds raised in their areas going directly to their local United Way chapters.

Offering a Taste of Hope

Each year, our associates generously spend time preparing meals for families of children who face extended stays at Cincinnati Children's Hospital. The Taste of Hope program at the Ronald McDonald House Charities of Greater Cincinnati is a unique opportunity to give back and meet with families staying at the house.





Getting in the Spirit of Giving

Each December, Western & Southern associates participate in The Salvation Army’s Adopt-A-Family and Adopt-A-Senior programs. In 2023, **hundreds of associates across 54 teams adopted 55 families and 49 seniors** — an all-time high.

Through the program, associates provide clothing, toys and household items to local families and seniors in need. In addition, over a thousand cold-weather necessities, like gloves and hats, were donated to The Salvation Army. Donations concluding our 2023 program required two trucks for delivery.

We also collect gently used mobile devices for Cell Phones for Soldiers, an organization providing troops and veterans with free communication and emergency services. In 2023, we helped supply troops and veterans with 500 calling cards worth approximately 30,000 minutes.

Making Housing Affordable

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

Our commitment to providing affordable housing in Cincinnati’s Over-the-Rhine community dates back more than three decades.

In 2023, we teamed with Urban Sites on a \$6.7 million rehabilitation project in Cincinnati’s Walnut Hills neighborhood. The property, known as The Park Apartments, was built in 1904 by Charles Mayer and is on the National Register of Historic Places. It features 35 apartment units and expands the affordable housing available in our region.



Somewhere to Do Good for Others

Find out more about how we’re building a stronger community on page 18.

Compassionate Connections: Community Organizations We Support

- › Bayley Place
- › Beechwood Home
- › Bethany House Services
- › Catholic Charities of SW Ohio
- › Center for Addiction Treatment
- › Central Clinic
- › Cincinnati Foundation for the Aged
- › Dress for Success
- › LaSoupe
- › Living Arrangements for the Developmentally Disabled (LADD)
- › Santa Maria Community Services
- › Sisters of Notre Dame de Namur
- › Society of the Transfiguration
- › YWCA



The Arts

Investing in Our Arts Community

The nonprofit arts sector in the Cincinnati region creates \$300 million in annual economic impact through jobs, direct spending and audience spending on dining, lodging, parking and more.

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 workplace giving campaign for the arts.⁹

2023

\$328,337

Raised for ArtsWave

No. 7

Corporate Campaign in the City¹⁰



Our annual ArtsWave campaign, active participation on the boards of arts organizations and financial gifts are just a few examples of our support. We also sponsor a multitude of 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.

Cultivating a Cultural Legacy

Cincinnati is one of only 13 U.S. cities that has professional companies in all the arts — ballet, opera, symphony, theater, and fine and contemporary art museums.¹¹ By investing in these legacy institutions, we aim to sustain and enhance the city's thriving arts culture, while helping to promote accessibility, education and innovation in the arts.

Cincinnati Art Museum

cincinnati art museum

Since 1993, Western & Southern and our subsidiary Fort Washington Investment Advisors have proudly sponsored the Cincinnati Art Museum. Our support has not only aided in preserving and appreciating iconic art but has also provided enriching experiences that inspire and educate the community.

In 2023, we donated \$300,000, supporting major exhibitions, including one featuring Pablo Picasso, one of the 20th century's most innovative and influential artists. The four-month exhibition attracted 34,446 visitors and generated significant buzz, with 90% of attendees reporting new insights and 92% developing a greater appreciation for Picasso's landscapes.¹²



Cincinnati Ballet



The Cincinnati Ballet stands as a beacon of artistic excellence, celebrated for its vibrant performances

and ability to attract world-class artists. Since 2010, we have been a proud partner, helping to ensure the ballet remains a key pillar of cultural enrichment in our region and providing support to help nurture the next generation of dancers and choreographers.

Cincinnati Opera



CINCINNATI OPERA

Opera, one of the country's oldest and most renowned opera companies.¹¹ Since 2002, we have supported the opera's mission "to enrich and connect the community through diverse opera experiences."

In July 2024, the Cincinnati Opera will host the world premiere of Paul McCartney's Liverpool Oratorio in its first-ever operatic staging. We are proud to serve as the lead sponsor of this historic event, which is poised to draw national attention to Cincinnati's arts scene.

Cincinnati Symphony Orchestra



CINCINNATI SYMPHONY ORCHESTRA
Louis Langrée, Music Director

For nearly 30 years, we have supported the internationally acclaimed Cincinnati Symphony Orchestra (CSO) through various season sponsorships and partnerships. Attracting some of the world's best musicians, artists and conductors, the CSO is a cornerstone of our city's cultural identity. Our ongoing commitment helps ensure the orchestra continues to offer a rich array of concerts and educational initiatives that inspire our community.

The Children's Theatre of Cincinnati



Our commitment to preserving Cincinnati's rich cultural heritage inspired our investment in the restoration of the Emery Theater, the nation's oldest professional theater for young audiences.¹³ This project will restore the theater to its former glory and establish it as the permanent home for The Children's Theatre, unlocking the potential to inspire future generations with innovative arts programming.



"In supporting the thriving arts scene in Greater Cincinnati, we are contributing to a community that not only flourishes culturally but becomes a magnet for innovation and talent."

Jonathan Niemeyer

Senior Vice President, Chief Administration Officer and General Counsel

Inspiring Imaginations: Partners in the Arts

- › Aronoff Center for the Arts
- › Cincinnati Arts Association
- › Cincinnati Film Commission
- › Cincinnati Music Hall
- › Cincinnati Playhouse in the Park
- › Cincinnati Shakespeare Company
- › Clifton Cultural Arts Center
- › Contemporary Arts Center
- › Riverbend Music Center
- › Taft Museum of Art





Our People

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

Cultivating a Culture of Excellence

At Western & Southern, we focus on creating value through everything we do and believe it is our culture that sets us apart. This culture shapes our interactions with business partners and builds our financial resilience. It gives our team members the chance to pursue their career goals and make meaningful contributions to the future success of our company.

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.



*"We are dedicated to offering opportunities that both recognize and multiply the **unique talents** of our associates. Our initiatives are carefully crafted to **unlock potential** and **equip** every team member with the necessary tools to thrive."*

Linda Lake
Senior Vice President, Human Resources

10 GUIDING PRINCIPLES



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

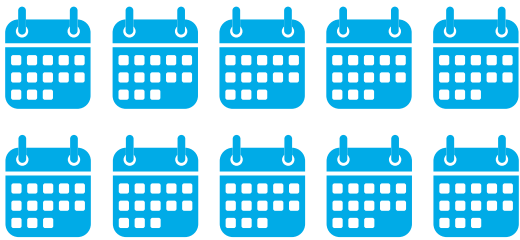
Being the Ideal Place for a Career

There's a difference between a job and a career. To attract talented people who are interested in building their careers with us, we focus our efforts on fostering a supportive environment of camaraderie and teamwork throughout our organization. For us, it's about doing what we love at a place where we can thrive with the best people in the world.

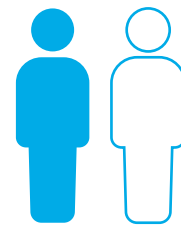
We are an equal opportunity employer and will not discriminate against any person with respect to employment because of race, color, religion, age, sex, sexual orientation, national origin, citizenship status, veteran status, disability, genetic makeup or any other protected category. This applies to hiring, job assignment, training, compensation, promotion and other conditions, or privileges of employment. Also, reasonable accommodations are provided to qualified applicants and associates in compliance with applicable laws.

2023 Home Office Careers Highlights

Long tenure, a high rate of internal promotions and abundant associate referrals are a few strong indicators that we are the **ideal place for a career**.



10.2 Years
Average tenure



1 out of 2

Associates with five or more years of service at W&S



16%

Associates who received a promotion



20%

Associate promotions were to management positions



1 out of 3

Open positions filled internally



1 out of 4

External hires filled through associate referrals



Being an Employer of Choice

In an independent review conducted last year, the AOI assessed *Fortune* 500® companies on their effectiveness in aiding employees' career growth.

Among the 396 companies evaluated, Western & Southern proudly stood at No. 29.

According to its site, "the American Opportunity Index measures how well America's largest companies drive economic mobility and positive career outcomes for their employees." The AOI measured 396 *Fortune* 500® companies over five years and ranked them based on how well they "maximize their internal talent to drive business performance and individual employee growth." **Companies were evaluated on five metrics — hiring, pay, promotion, parity and culture.**

AOI scores were calculated using various criteria, including promotions employees received, employee satisfaction, wages and pay increases and company culture. AOI is unique in that it "does not rely upon data provided or self-reported by companies. Instead, it is based on objective external sources."

Growing Together

Investing in our people is a top priority for us. We strive to create a workplace where careers flourish and individual potential is realized — a place where every associate has the opportunity to grow, lead, win and do good. Our recent recognition through the American Opportunity Index (AOI)¹⁴, a joint project by the Burning Glass Institute, Harvard Business School and Schultz Family Foundation, stands as a testament to these values.

W&S Results



Excellence in Promotion and Pay. Grade of four – the highest possible – in the promotion and pay categories. We were **one of only 21 companies** to earn a four in both categories.

Industry Leader: No. 2 among the 37 companies in the "insurance" industry.

Regional Influence. Only Cincinnati-based company to make the top 100.

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The Associate Experience

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." Experience is unique to every individual. It is defined by what they see and feel, and informed by what they bring, such as past experiences, skills and interests.

Somewhere You Want to Be

The associate experience at Western & Southern is centered on the people and our personal, professional and shared experiences. Through our robust learning and development program, company benefits, community involvement and enduring company culture, we want our associates to view Western & Southern as somewhere to **grow, lead, win and do good** for others.

We Collaborate to Innovate

Through our Operational Excellence methodology, 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. This also 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.

2023 Associate-Driven Savings through Operational Excellence



\$570,000



44,000
Hours



Somewhere to Grow



"I have been surrounded by some great people that have mentored me, encouraged me to try new things and allowed me to step out of my comfort zone."

Michelle Eiland | Manager, Software Quality Assurance

Somewhere to Lead



"The fact that I, as a leader, can contribute to the growth and resilience of our organization is incredibly fulfilling."

Arihant Sharma | Director, Application Development

We Multiply Our Talent

Embedded in our culture is an ongoing investment in our associates to create the environment for our best thinking and work. This includes helping them become the very best at what they do through a variety of ongoing opportunities and experiences to enhance the skills our associates bring to the organization.

Innovating Skill Growth: Charting Future Careers

Our stakeholders' needs continue to evolve and change over time, and as a company, we must evolve our business strategy to meet those needs. That strategy includes ensuring our associates have the right skills to perform critical processes and drive innovative thinking. Our goal is to enable our teams to be more efficient in retaining and attracting top talent by focusing on identifying and growing skills.

In 2023, we launched an initiative called skill sensing that encourages our associates to identify skills they have or wish to develop. Then, through our online management system, associates are asked to input those skills and evaluate them based on proficiency, interest and enjoyment.

Managers and associates can schedule one-on-one check-ins to discuss the skills profile and identify career and development opportunities based on those skills.

By using this tool and having ongoing conversations with managers, associates are able to communicate career aspirations, own their development and craft a career path unique to them.

As a company, we can also use the tool to analyze skill gaps and identify what skills are needed to support the ever-evolving needs of the business. It also provides insight into skills associates have that are outside their current role but that they may want to develop or leverage, allowing for the mobility of talent throughout the organization.



Somewhere to Win



"Western & Southern thrives because of its culture. When you walk around, people say hi to you. We all have a shared purpose of delivering value for our customers."

Joe Alemagno | Leadership Development Program Associate

Somewhere to Do Good



"I'm really proud to work for a company that comes together to participate in events and raise money for the community."

Shivani Patel | Internal Auditor

The Guilford Institute

In 1996, we established The Guilford Institute, laying the foundation for what has become our award-winning talent development program. Over the years, this program has evolved into a comprehensive corporate university, offering a diverse range of in-person and online training options. Through interactive workshops led by our talent development team and flexible, self-paced online courses through LinkedIn Learning, we cover a wide range of topics relevant to today's corporate environment.

Our commitment to fostering a culture of continuous learning ensures our associates stay competitive and adaptable in an ever-evolving market. By providing these valuable educational resources, we support our employees' professional growth and drive the overall success of our organization.

Award-Winning Talent Development Program

Our talent development program is designed with accessibility and flexibility in mind, offering associates numerous opportunities to advance their skills and knowledge. In addition to the multitude of instructor-led and online courses available, associates may participate in industry education, designation, and certification programs. To further support their growth, we offer a tuition reimbursement plan for continuing education.

In 2023, we received global recognition and awards for our talent development and training program from Training magazine and the Association for Talent Development (ATD) for the fifth consecutive year.



ranked 12 out of 65



ranked 54 out of 105



2023 Online Learning Highlights

1,323

Online Courses Offered

2,518

Learners

20,360

Online Sessions

Top Training Courses in 2023

- 1 Contributing Like a Multiplier
- 2 Embracing Change: The Road to Commitment
- 3 Career Launchers



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 related to our business from an accredited college or university can receive reimbursement for covered expenses each calendar year.

Tools for Career Navigation

At Western & Southern, we understand that each career path is as unique as the individual pursuing it. That's why, in 2023, we introduced a suite of innovative tools designed to support and enhance the career journeys of our associates. These resources offer personalized guidance, community support, and ongoing feedback tailored to one's professional aspirations.



Career Coaching. Associates have the opportunity to engage in one-on-one sessions with certified career coaches at W&S who are committed to helping associates maximize their professional growth. These collaborative conversations are designed to help participants identify growth opportunities, navigate professional challenges and strategically plan their career progression.



Career Launchers. A unique blend of networking and professional development, Career Launchers serves as a vibrant community for associates to connect and grow. This platform offers essential tools and connections for shaping a long-term career vision.



My Check-Ins. This tool, available within our online learning management system, helps associates own their development and provides more real-time, actionable feedback between them and their manager. Within the tool, associates can leverage templates to help navigate and boost one-on-one and development discussions with their manager.



Somewhere to Grow



"This company encourages us to try new things. They really give us the support we need to be successful."

Justin Stewart | Senior Manager, Internal Audit

Elevating Leadership and Communication Skills

Toastmasters International is a global organization that teaches public speaking and leadership skills through a worldwide network of clubs. Our own club, Toast of Broadway, which became the official Toastmasters club of Western & Southern Financial Group in 1993, helps home office associates build confidence in public speaking, improve presentation skills, become influential leaders in our organization, and connect with other associates in the enterprise.

Last year, the club celebrated its 30th anniversary.



Real-World Experience

Our well-diversified family of companies offers 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 (LDP), which are carefully tailored to upgrade and develop skills, we offer real-world, hands-on experience.

We also sponsor associates in programs offered by the Urban League and Chamber of Commerce, including WE Lead, C-Change, Cincy Next, and the Urban League's African American Leadership Development 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.



Shining a Spotlight on IT

Careers in technology can be found in every industry, and the role experts in this field play continues to grow and become even more embedded in the fabric of the organizations they serve.

Initiating a technology-focused leadership development program has helped us create a pipeline of leaders within our IT department, prepared to meet evolving needs and demands.

The program focuses on developing high-performing individual contributors with demonstrated potential to effectively manage and lead others. The leadership program also helps IT managers assume more responsibility and ascend to higher-level leadership roles.

The curriculum includes learning pathways that assist associates in developing key competencies needed to become technology leaders. A capstone project as well as group and one-on-one mentoring sessions help participants apply skills learned in the program while tackling real business objectives.

Franklin Apprenticeships

Western & Southern partners with Franklin Apprenticeships to offer coaching, mentoring and training to new IT developer associates in the IBM Z apprenticeship program. This program enables the recruitment of qualified candidates and provides participants a development and training pathway to further their computing and professional skills while earning a Mainframe Application Developer certification.

The apprenticeship includes a success coach, 290 hours of online and instructor-led training and one year of learning with on-the-job experience. In addition to the technical training, participants receive soft skills training to ensure they are ready to succeed in their new careers. The Mainframe Application Developer certification is registered through the Department of Labor, Franklin Apprenticeships and IBM.

The IBM Z Mainframe Application Developer certification is a highly sought-after skillset as the IBM Z platform is critical to large-scale enterprise success because it supports mission-critical core insurance applications.



Internships

Our internship program prepares college students for high-demand careers. From day one, our interns are assigned projects to begin making connections and memorable experiences, enhancing their professional growth and creating potential career opportunities that extend beyond graduation.

Whether it's networking with peers, senior leaders or associates across the organization, our interns gain real-world experience, cultivate an invaluable business network while earning a competitive income, and make new friends.



49

Internships in 2023

69%

Interns Who Continued Their Internship or Converted to a Full-Time Position

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 or more 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.**



Somewhere to Grow



"Leadership development is emphasized, whether it be through college, developing oneself here at The Guilford Institute, or by having mentors that believe in you."

Katie Bezold | Senior Vice President, Product Management

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

Recognizing our associates' accomplishments is critical when it comes to creating the ideal place for a career. One of the ways we do this is through our annual associate awards program. Associates across the company nominate their colleagues, teammates or internal partners for a variety of awards.

Awards celebrate leadership qualities, vision, commitment to our customers and much more.

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.

W&S company spokesperson, NFL Sunday Night Football broadcaster and former Cincinnati Bengal Cris Collinsworth presented our associate awards during a companywide meeting.





Celebrating Associates

Our customers, clients and policyholders depend on us each and every day, and our associates ensure we are able to provide them with the service and resources they need. In addition to our awards program, we celebrate the people who make Western & Southern great in a number of ways throughout the year.

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 gathering 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 and special merit incentive awards.

Counting Stars

With an average tenure of 10.2 years, Western & Southern takes great pride in recognizing the service and dedication of our associates.

Each year, we hold a tradition of welcoming associates who have completed five or more years of continuous service into our Legion group. We also host a special celebration for associates celebrating 25 years of service or more. Last year, in honor of our 135th anniversary, all of our home office associates were invited to join in on our main event for Legion, which included a private concert from the Grammy-nominated band OneRepublic.



Doing Good for Others

At Western & Southern, our associates embody a profound spirit of community by generously donating their time and talents to make an impact. Whether it's inspiring the next generation of leaders, participating in local initiatives or supporting broader causes, our team's efforts highlight our commitment to doing good for our community.



Multiplying the Talent of Local Students

As part of our collective effort to broaden our engagement with educational institutions and enrich university curricula, our associates actively participate in learning sessions at the University of Cincinnati and Northern Kentucky University, along with several other local institutions. Through collaborative efforts with over 15 university professors and staff, our associates contribute valuable real-world insights and resources that enhance educational outcomes for students.

Last year, our associates conducted over 60 in-classroom presentations, covering essential topics tailored to prepare students for the professional world. These included "The Art of the Interview," effective selling skills, and insights into navigating the first year as a professional.

Through this engagement, we have observed positive results in attracting talent, educating students about the professional world, and supporting the next generation of leaders in our organization.



Somewhere to Grow

Find out more about how we're providing real-world experiences to local students on page 25.

Engaging New Hires

Founded in 2010, The Fresh Network at Fort Washington Investment Advisors has evolved from a welcoming committee for new associates into a vibrant hub for community engagement and professional development. In 2023, the network hosted eight events, including impactful community projects like a backpack giveaway with Cincinnati Public Schools and a Thanksgiving food drive for the Freestore Food Bank.

The network also offers educational sessions on key topics that help new hires integrate smoothly and effectively into our corporate culture. Through these activities, The Fresh Network reinforces our commitment to giving back to the community while nurturing the growth of our newest team members.



A Look at Our Associate 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.

Investing in the Whole Person

Self-care and mental health are critical aspects 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.

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 designed to support overall well-being.



*"Our associates are the cornerstone of our success. To that end, we continuously review and update our benefits to ensure we offer a **comprehensive package** that uniquely supports the diverse needs of our team."*

Steve Hussey
Senior Vice President, Compensation and Benefits

Going Above and Beyond

92%

Company Paid Benefits



Defined Benefit Pension Plan and 401(k) Match



Maternity Leave, Plus 4-Week Transition Back to Work



Parental Leave



Fertility and Family Building Coverage



Health Coaching



On-site Dining



Tuition Reimbursement



Health Services



Discounts and Perks



Fitness Center



Intramural Sports Leagues



Smoking Cessation Programs



Subsidized Parking



Free On-Site Flu Shots, Mammograms, Vascular Screenings and Blood Chemistry Screenings



Voluntary Benefits, Such as Identity Theft Insurance, Pet Insurance and More



Our Customers

Keeping our customers at the center of all we do has and continues to be part of the Western & Southern culture. To earn our customers' trust and remain deserving of it, we put in place several measures to ensure we are doing business the right way, even when it's difficult. Each and every day, 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

We know that individuals have many choices when selecting a financial partner. When they choose us, we don't take it for granted, and we consider it a privilege to serve them. Our promise to them is threefold. We vow to **make it easy** to do business with us, **provide proactive value** beyond exceptional products and financial solutions, and go above and beyond to **create magical moments** — making them feel valued while exceeding their expectations.



**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 develop lifelong, meaningful connections and experiences. In 2017, we launched our award-winning Heart of the Customer® measurement program, focused on actively and regularly listening to the authentic voices of our customers. This allows us to better understand their evolving needs and apply our Heart of the Customer® methodology to continuously elevate their experiences and better serve their financial needs.

In addition, we survey our associates across the enterprise annually to gauge how well each of us knows our customers. Since conducting our first Customer Maturity Survey, our associates have progressively enhanced their understanding of our customers and the impact of their work, steadily moving into the top quartile of customer maturity. Numerous learning opportunities throughout the years have made this possible. In 2023, we instituted

new customer experience training as part of our organization's new-hire onboarding program. We also facilitate an annual two-month learning journey focused on learning, applying and living our customer promise. Through numerous in-person and virtual trainings, associates deepen their understanding of our customers' ever-evolving needs and learn ways to ensure we're continuing to deliver the highest level of customer service.

Award-Winning Customer Service

Each year, our customer service team that supports Western & Southern Life policyholders continues to win awards for providing top-notch service.

DALBAR is the country's leading financial services market research firm that performs a variety of ratings and evaluations of practices and communications. These rankings are assessed based on four key criteria: the representative's attitude, their level of accommodation, their level of expertise displayed and their skill in managing disruptions during the call. In 2023, we ranked in the top five in the Annuity Service Evaluation category.¹⁵

The **Stevie® Awards** is a premier global business award program. Our 2023 recognition¹⁶ includes:

- 2023 Gold Stevie Award — Young Customer Service Professional of the Year — Financial Services Industry
- 2023 Silver Stevie Award — Recovery Situation — Financial Services Industry

One of America's Best

Western & Southern Life, a member of our family of companies, was included among the **78 insurance companies chosen by Forbes as the best in America.**¹⁷

Digital Acceleration

Last year, we reached significant milestones in numerous digital transformation projects and initiatives. We focused on changing our processes to be more resilient and have a better overall experience for our customers. Creating these efficiencies enables our associates to deliver on our customer promise more effectively than ever.

Enterprise Engagement Platform

In 2019, we began an investment in a multimillion-dollar program called the Enterprise Engagement Platform. At its core is a solution designed to enhance the customer, producer and associate experience. This solution standardizes processes, integrates and consolidates data, reduces the number of technology platforms we use to serve our customers, and simplifies our interactions with systems and each other.

In 2023, we made significant strides with this initiative by launching a single, online and mobile-optimized enterprise producer portal. The new portal provides our producers enhanced security and improved communication options.

We also successfully rolled out our unified enterprise customer portal to three of our life insurance businesses, with plans to extend it to one more. Customers using the online portal can enjoy a mobile-optimized experience, 24x7 availability, enhanced security features, the ability to view additional policy data, make certain policy changes, and choose to receive certain paperless documents.

With an expanded range of self-service options, numerous customers and producers have enrolled to use the digital self-service portal. Over 267,000 transactions and 666,600 data inquiries within customer portals have been completed thus far, which has eliminated over 295,000 estimated calls equaling approximately 43,300 hours of call time. Additionally, over 24% of customer portal users have opted to go paperless, giving these individuals a more streamlined experience.



Enterprise Engagement Center

In 2021, we launched a new, state-of-the-art Enterprise Engagement Center to acquire, service and retain customer and producer relationships. Since then, we have continued to evolve the vision behind the engagement center by investing in high-quality, easy-to-use solutions that help customers reach their financial goals. Ensuring a top-notch customer experience is essential for both retaining current customers and generating organic growth. Through the Heart of the Customer® program, we continuously monitor the pulse of our customers to make sure we are meeting and exceeding their expectations. We leverage their feedback to continually optimize customer interactions.

One of the ways we optimized our customer experience was through the opening of the Northern Kentucky University (NKU) Call Center in 2022. In 2023, the NKU Call Center more than doubled in capacity. Students answered more than 41,000 service calls, processed more than 81,000 transactions and supported enterprise licensing, the suitability desk, annuity and life operations. The center not only allows students the opportunity to learn through real-world experience, it has enabled our company to collaboratively redesign our customer service processes and simplify our business — making it easier for our customers to do business with us.



Somewhere to Win

Check out page 26 to learn more about the NKU Call Center.

Our First Digital DTC Investment Account



fabric by
Gerber Life

Since we acquired Fabric Technologies in 2022, associates across the enterprise have teamed up to help us achieve some major milestones in the execution of our digital growth strategy. We rebranded the platform built by Fabric Technologies to Fabric by Gerber Life. This aligned Fabric's advanced digital platform with the recognition and reputation of the Gerber Life brand to offer middle-market consumers access to easy-to-understand, fully digital life insurance and financial wellness solutions.

Less than a year after forming Fabric by Gerber Life, we launched our enterprise's first-ever, fully digital direct-to-consumer investment product — a Uniform Gifts to Minors Act (UGMA) account — furthering our digital acceleration strategy. This product is designed to help middle-market families take advantage of compounding returns — parents can invest in their children's future through contributions made over time, and use those funds to support them through major milestones in their lives. Additionally, portfolios are managed by Fort Washington Investment Advisors, a subsidiary of Western & Southern.

Unlike a 529 plan, which is specifically for qualified education expenses, a UGMA account can be used for anything from after-school programs to band uniforms, from paying for a child's wedding to helping them buy their first home.

The new product, available through Fabric by Gerber Life and powered by the Fabric Technologies platform, offers customers a variety of benefits. The digital experience enables customers to set up accounts, make scheduled contributions, and monitor their portfolios' performance, all online. Plus, account holders can share a unique gifting link for their child's account with family and friends who can send personalized financial gifts for birthdays, holidays, or just because.

Our digital acceleration will continue through ongoing innovation, driven by extensive customer research and a commitment to placing the customer at the heart of our decisions. In 2023, Fabric by Gerber Life implemented more than 20 improvements to its digital customer experience. These enhancements significantly accelerated its growth, tripling it year over year and benefiting many busy parents.



*"Streamlining our processes not only creates a more **seamless experience** for our customers, it also **enhances productivity** for our associates, ultimately leading to an all-around-better customer experience. We are dedicated to continuously evolving and adapting to our customers' needs, ensuring that we provide exceptional support throughout their life's journey, now and in the future."*

Paul Moore

Senior Vice President and Chief Customer Officer

Making Financial Security Accessible

Helping to ensure financial security for our customers has been the cornerstone of our business since our founding as The Western and Southern Life Insurance Company in 1888. As a modest door-to-door life insurance company, we focused on providing accessible and affordable life insurance options to those who may have otherwise been excluded from prevailing policies.

More than 135 years later, we still support lower- and middle-market families across the country with life insurance offered through Western & Southern Life, Gerber Life and other affiliated entities.

Western & Southern Financial Group has expanded and diversified, evolving into a family of companies providing a continuously expanding range of financial services and solutions to diverse customers, making financial security accessible for millions in America. We make promises today that we know we can keep in the future. Learn more about our exceptional financial strength at westernsouthern.com/about/financial-strength.

Coming Soon: Gerber Life Family Plan

Our mission to make financial security accessible continues with the new Gerber Life Family Plan coming in the near future. The Family Plan is designed to offer life insurance for the entire family — parents and children — in one distinctive product.



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

Each Western & Southern 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. Associates regularly complete training on the Code of Conduct and Business Ethics Policy, which 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 potential misconduct or other violations. Our Human Resources department, managers and other leaders serve as resources to appropriately communicate actual or perceived misconduct, 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.

W&S 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.

Board of Directors

The Western & Southern board of directors¹⁸ 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 board member 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 board of directors is 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 more than 135 years in business, we firmly believe that a strong risk management program is integral to a sturdy foundation.

Our Enterprise Risk Management Committee is responsible for determining our risk appetite, identifying material risk exposures, and carrying out processes to ensure we are monitoring and acting on those risk exposures.

We actively monitor 14 areas of material risk exposure, including the potential financial risks of climate change, human resources, artificial intelligence and information technology. This is partly done through key risk indicators, dashboards, and regular meetings and discussions.

Our risk management philosophy borrows a chapter from our corporate culture, as we favor the long-term outlook. Nothing demonstrates our ability to weather persistent market volatility more than our capital-to-asset ratio.

At year-end 2023, despite widespread industry headwinds, ours was 14.6%, far exceeding the average capital-to-asset ratio of the 15 largest publicly traded life insurance companies doing business in the U.S.

Additionally, AM Best, a leading credit rating agency in our industry, recognized our robust and comprehensive risk management strategy with its **highest Enterprise Risk Management (ERM) Score (Very Strong)** for three consecutive years, which places us among a small group of best-in-class life insurance companies. In February 2024, AM Best upgraded Gerber Life to A+ Financial Strength Rating (from A), which is now equivalent to Western & Southern's six other life insurance subsidiaries. Gerber Life's upgraded rating is due to its further integration in Western & Southern Financial Group's operations and enterprise risk management processes.



*“Our company implements a **robust risk management strategy**, emphasizing a long-term scope. This approach enables us to persist and maintain stability amidst an unpredictable market and unforeseen challenges. Coupled with our diversified portfolio of products and services, we can navigate risks in ways that others cannot.”*

Todd Henderson

Senior Vice President and Chief Actuary, Risk and Data 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.

- **Compliance Audits:** Confirm compliance with company policy and regulatory requirements.
- **Controls Consulting:** Ensure appropriate control structure, including on significant projects such as mergers, cybersecurity, system conversions, new systems and products.
- **Investigative Services:** Investigate and report on a wide variety of situations, from suspected fraud to ethics complaints.
- **Risk-Based Integrated Audits:** Use a risk-based audit model encompassing financial, systems and management controls.
- **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 crafted to ensure adherence with applicable laws and regulations to help prevent Western & Southern and its products from being used for money laundering purposes. The program includes written policies, procedures and controls, ongoing training for associates, annual risk assessments, independent testing, and diligent monitoring and reporting of any suspicious activity.

Privacy and Information Security

Safeguarding our customers’ information and protecting our data are critical components of our promise to our customers and ourselves. We have comprehensive privacy and cybersecurity programs in place to prevent and respond to potential data breaches.

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 and potential threats or hazards, including unauthorized use of or access to data.

Our privacy program not only complies with the law, but it also forms a comprehensive structure that 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, including our privacy and security efforts. All Western & Southern associates are required to complete training on various topics on an annual or biennial basis.

Anti-Fraud, Elder Abuse and Financial Exploitation Prevention, and Anti-Money Laundering

Teaches skills to effectively recognize and prevent fraud, mistreatment of the elderly, financial exploitation 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 should use social media in a compliant manner.

Generative AI

Establishes requirements and guidelines to assist associates in responsibly and appropriately using generative AI for company work.

Keeping Cybersecurity Top of Mind

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 and regular 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
- > Associate 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 by executive risk committees.

Incident Response Plan

Should a cybersecurity event occur, our Incident Response Plan, which is tested regularly, may be deployed.

The Incident Response Plan outlines our commitment to:

- Promptly and effectively respond to cybersecurity incidents.
- Protect the confidentiality and privacy of policyholder, customer, associate and vendor 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 customers.
- Manage the impact of cybersecurity incidents and minimize any damage to policyholders, customers, associates, and business partners as well as to our reputation and financial stability.



*"Safeguarding information is at the core of our operational strategy and commitment to the customers we serve. Our tireless approach to cybersecurity protects our companies' assets and data, and builds upon the trust our customers have in us. **Maintaining a secure environment** relies on every associate, and our associates do not take that responsibility lightly."*

Jim Fitzgerald

Senior Vice President and Chief Information Officer



Leading with a Cyber-Smart Mindset

Our associates are our first line of defense against cyberattacks. We ensure our teams are prepared to recognize sophisticated cyber threats by administering cybersecurity education activities and consistent training throughout the year.

We regularly share information about the latest cyber threats, phishing scams and preventative measures. Our cybersecurity team also runs regular phishing simulation tests that send associates imitation phishing emails, so they remain vigilant and can gain confidence in identifying a phishing attempt.

The team supplements the tests with additional training for high-risk groups that are more likely to encounter phishing or business email compromise attempts.

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Security Awareness Communications
Shared in 2023

Transforming Associate Awareness Campaigns

Led by our Information Security team, associates from our Audit, Compliance, Field Operations, Human Resources, Law and Corporate Communications departments meet monthly to discuss the latest cyber threats, new security awareness initiatives, industry trends and best practices. The team provides strategic direction and oversight to our security awareness program and ensures appropriate actions are taken to protect company data.

With help from this group, the Information Security team has advanced the conversation around cybersecurity by making it engaging, relatable and understandable. Throughout the year, planned educational activities help associates become familiar with phishing scams and comfortable identifying threats and fraudulent attempts.

There is also a focus on personal security and how to protect personal information from cybercriminals. By thinking outside the box and engaging its audience differently, our Information Security team helps our associates demonstrate vigilance with strong reporting scores.

Connecting with the Cybersecurity Community

Educational Webinars

We partner with government organizations like the Federal Bureau of Investigation (FBI), Internal Revenue Service (IRS) and the Cybersecurity & Infrastructure Security Agency (CISA) to host educational webinars for our associates throughout the year. Several of our associates have spoken at industry conferences and participated on panels where they shared their experiences with cyber threats and what they have learned. Through these shared experiences and guidance from cybersecurity experts, our educational opportunities add value to our awareness campaigns by providing real-world examples of cybercrime and insight into potential scams.

Leading the Way

In 2021, the Information Security team developed the Cincinnati Security Awareness Roundtable, providing a forum for companies in the Greater Cincinnati region to share ideas, experiences and best practices to assist in expanding security awareness and strategy. Nine more local companies joined the Roundtable in 2023, expanding the total number of companies to 22 and the number of individual members to 48.





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 today while challenging ourselves to do more in the future.

Western & Southern Headquarters

Throughout our home office campus, we have several ongoing sustainability projects, including the use of daylight harvesting. Daylight harvesting is a technology that automatically adjusts interior LED lights based on how much sunlight comes in through exterior windows. Over the past five years, we've implemented daylight harvesting throughout 70,000 square feet of our campus as we update and renovate office spaces.



Optimally used, daylight harvesting can reduce energy consumption by **up to 70%** in an office building.¹⁹

Doing our part to reduce our carbon footprint takes many forms. We continue to pursue technology that helps us become more digital focused to reduce paper billing and mailings.



Energy and Operational Efficiencies

We always seek to build and operate our facilities as efficiently as possible, being mindful of how our buildings impact our environment and community.

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

To minimize air pollution, we are upgrading to MERV 13 air filters to improve air quality, filtration and energy efficiency. In fact, the air quality at our Newport, Kentucky, distribution center, where we do all of our large-scale printing and mailing, exceeded standards set by the Kentucky Division of Air Quality and exempted us from the need to obtain an air quality permit. We also attribute that achievement to our transition from offset printing to inkjet printing, which significantly reduced the production of volatile organic compounds (VOCs). Our emissions are a small fraction of the Environmental Protection Agency's threshold value limit for manufacturing facilities such as ours.

Recycled Materials



98 tons

of sorted office paper*

+



25 tons

of cardboard

=



123 tons

*Sorted office paper consists of forms and business documents that are recycled and shredded.

Printing and Toner

A majority of our printers have been upgraded with a new, secure printing technology that ensures only essential documents are printed, saving resources and reducing our environmental footprint.



20% reduction in paper waste

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 process converts liquid and semi-solid nonhazardous waste into a solid, providing the best opportunity possible for use in a waste-to-energy program. In addition, much of our printer paper consists of at least 30% recycled material.

HQ Data Center

Our data center was designed to protect our data from an electromagnetic pulse, which can result from storms or intentional electromagnetic interference. The new sustainable system is one of the first of its kind in our region, employing:



Daylight Harvesting Controls

This system maximizes outside light to reduce the amount of artificial light needed, saving energy.



Cooling the Equipment

We use a leading pumped-refrigerant economization solution, which is up to 75% more efficient than older systems. With it, the system can intelligently adjust based on IT loads, return air temperatures and outdoor temperatures.



Powering the Center

An uninterruptable power supply using a generator backup takes advantage of 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.

Meal-Time Sustainability Practices

Our home office associates enjoy on-site dining for breakfast and lunch. We apply a sustainability mindset to improve our associates' dining experience, reduce waste and enhance efficiency.



Recycle all plastic bottles, aluminum cans, cardboard and shipping pallets.



Recycle more than 100 gallons of used cooking oil quarterly.



Purchase food in bulk to reduce packaging and minimize waste.



Donate uneaten food not suitable for reuse to a local farmer to feed livestock (6-8 pounds daily, more than 1,400 pounds annually).



Use reusable plates, bowls, cups and silverware to reduce waste in landfills.

Development Projects

Western & Southern's real estate subsidiary, Eagle Realty Group, focusing on property development, management and lending, including equity and mortgage loans, continues to work diligently on a number of development projects locally and nationally. Well-known projects include The Lytle Park Hotel, AC Hotel at the Banks, The Residence Inn at The Phelps, and Great American Tower at Queen City Square, which forever enhanced the Cincinnati skyline and **introduced the city's first and largest "green" office tower.**



Accolades

Great American Tower at Queen City Square

- › LEED Gold certified
- › EPA's Energy Star designation
- › 2014-15 Cincinnati-area winner of The Outstanding Building of the Year (TOBY®) for sustainability and recycling practices

The Lytle Park Hotel

- › LEED Silver certified

550 At Lytle Park

- › LEED Silver certified



550 At Lytle Park

Eagle Realty Group completed redevelopment of this apartment complex located in downtown Cincinnati's southeast quadrant in the fall of 2023. The renovated building is LEED Silver certified and boasts several key sustainability elements, including:

- › High-efficiency heating and cooling system, combined with R-20 exterior wall insulation.
- › Exceptional air-quality provisions, including constant outdoor air ventilation and HEPA filtration.
- › Recycling of over 85% of the demolition materials.



*"Our development projects often go beyond serving our business needs. We consider ways we can make a **positive impact on the community** and **enhance our environment** in meaningful and sustainable ways."*

Paul Silva
President,
Eagle Realty Group

Lytle Park

A comprehensive renovation led by the Cincinnati Board of Park Commissioners, with funding support from Western & Southern and other sources, was completed in the spring of 2024. Cincinnati Parks and Western & Southern previously collaborated on Lytle Park renovations in 1967, which included capping I-71 with a concrete slab and extending the park over the highway. Upon its completion in 1970, Lytle Park became the first park situated above an interstate road.

The 2.8 acre “urban oasis” nestled into the southeastern corner of our city represents an enduring commitment to the park and surrounding neighborhood. The revitalized green space boasts several plazas, brick walkways, a decorative fountain, a quarter-mile running/walking track, new lighting and landscaping, an exercise area, and benches.



*“Lytle Park is important to our city. Cincinnati has incredible potential, and we have to take advantage of our advantages. **The future looks very bright** for Lytle Park and the surrounding neighborhood.”*

John Barrett,
Chairman, President and Chief Executive Officer



Somewhere to Do Good

Learn how we are building on our commitment to enriching the local community on page 18.



Investing Responsibly

Fort Washington Investment Advisors

A Western & Southern subsidiary founded in 1990, Fort Washington Investment Advisors manages capital across a range of strategies, including public equity, fixed income, multi-asset class solutions, and alternatives such as public equity and private debt. It serves institutional and individual investors both domestically and abroad.

At Fort Washington Investment Advisors, we incorporate metrics related to environmental, social and governance (ESG) factors to complement our overall evaluation of risk and potential future returns. Through an analysis of these factors, we strive to proactively identify and address potential risks, providing us with a holistic understanding that goes beyond conventional financial metrics.

We believe that ESG metrics offer insights that traditional financial metrics may overlook, which includes considerations such as susceptibility to legal action within a dynamic regulatory landscape or exposure to reputational and brand risks associated with various governance issues.



Supporting our Community Partners on a Mission

Like the endowments, foundations and not-for-profits we have been privileged to serve for over 30 years, Fort Washington Investment Advisors is a passionate supporter of the community. We view each client relationship as a partnership and strive to help them further their important missions.

Fort Washington Investment Advisors serves many clients who are committed to improving the world around them, and we are proud to count the Cincinnati Zoo & Botanical Garden as one of them.

Proclaimed the “Greenest Zoo in America®,” the Cincinnati Zoo leads the way in sustainability through green building, solid waste management, renewable energy, water conservation, storm water management, energy efficiency and community outreach.

“The support we receive from Western & Southern and Fort Washington enables us to take a mindful and sustainable approach. Today we can proudly say that we saved two billion gallons of water, have more LEED certified buildings than any other zoo in the country, and (starting in June) can meet 60% of our own energy needs annually just with solar energy. We are well on our way to achieving our Net Zero Energy/Water/Waste goals.”

Mark Fisher | Vice President, Facilities, Planning & Sustainability, Cincinnati Zoo & Botanical Garden*



Somewhere to Do Good

Learn more about how we're supporting our beloved community traditions on page 13.

* This testimonial was provided by a client of Fort Washington Investment Advisors. No compensation was received for this statement.

Approach to Responsible Investing

Fort Washington Investment Advisors works closely with its clients, including Western & Southern, to understand their responsible investment preferences and construct portfolios for them accordingly.

After three years of evaluating ESG, Fort Washington Investment Advisors became an **early signatory of the United Nations Principles for Responsible Investment (UN PRI)** in 2016. Signatories publicly commit to adopt and implement the principles consistent with their fiduciary responsibilities. They also commit to evaluating the effectiveness and improving the content of the principles over time.

Fort Washington Investment Advisors 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. Integration of ESG factors are customized within portfolios to meet the goals and preferences of clients.

In 2023, Western & Southern invested alongside four other insurance companies to provide financing to energy efficiency, climate resiliency, water conservation and renewable energy projects via special assessments enabled under the U.S. public sector Commercial Property Assessed Clean Energy (CPACE) programs. CPACE aligns with Fort Washington Investment Advisors' responsible investing goals promoting energy, water or climate resiliency by working through county tax collection agencies to offer financing for qualified projects. This fund finances renewable energy and energy efficiency projects, such as HVAC systems, roof replacement, lighting, solar energy and battery storage. Ultimately, these projects seek to reduce environmental impact in buildings, reduce operating expenses for businesses, and create jobs.

Driving Positive Results

We believe in repeatable processes that balance risk and return while adhering to the policies and framework set forth by each individual client.

Fort Washington Investment Advisors uses numerous sources of information including those related to responsible business activities to carry out our investment practices.

Responsible Investment in Action

Fort Washington Investment Advisors' 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 issues 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.



*"As part of the company's comprehensive risk management program, Fort Washington Investment Advisors integrated a **number of factors** into its investment analysis to understand exposures to ESG risks."*

Brendan White

Senior Vice President and Co-Chief Investment Officer

Managing Investment Risk

Fort Washington Investment Advisors integrated ESG factors into our investment analysis to understand exposures to ESG risk at the individual security level, portfolio level and overall strategy.

This is done as part of our comprehensive risk management program that aims to ensure that investment decisions at Fort Washington Investment Advisors are based on a thorough assessment of risk-adjusted return.

Oversight of Responsible Investing

Composed 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 RI 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 the 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 policies within their respective disciplines.



A Rigorous ESG Framework for Investment Research

Touchstone Investments

Touchstone Investments engages 14 investment managers to sub-advise its 28 mutual funds and seven exchange-traded funds (ETFs). During 2023, Touchstone launched three new ETFs, one of which was the Touchstone Climate Transition ETF, sub-advised by Lombard Odier Investment Management of Geneva, Switzerland.

In conducting due diligence to identify and monitor its investment managers, Touchstone developed a proprietary and rigorous set of ESG- and diversity- and 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.

All of Touchstone's sub-advisers are PRI signatories, and multiple Touchstone Funds emphasize specific aspects of ESG and/or impact investing. 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 empowering our clients to make investment decisions that align with their core benefits.

* Using a proprietary rating methodology, Morningstar rates the issuer of each security within an investment vehicle relative to its industry. Company-level scores are then rolled up on an asset-weighted basis to get a total portfolio score. A portfolio with high ESG risk relative to its Morningstar Global Category would receive one Globe. A portfolio with low ESG risk relative to its Morningstar Global Category would receive five Globes.

Responsible Investing Results



Four

Fort Washington Investment Advisors' separate account strategies with Morningstar Sustainability Ratings of **three Globes or better**



Three

Touchstone Funds sub-advised by Fort Washington Investment Advisors' with Morningstar Sustainability Ratings of **three Globes or better***

Disclosures

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

Western & Southern dates back to the founding of The Western and Southern Life Insurance Company in 1888.

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

Gerber Life Insurance Company is a registered trademark used under license from Société des Produits Nestlé S.A. and Gerber Products Company.

AM Best A+ Superior: All 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, February 2024 for Gerber Life). 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 4, 2024.

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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 office and does not include Gerber Life or field associates.
- 3 The Western and Southern Life Insurance Company, doing business as Western & Southern Life, was awarded a 2023 Military-Friendly® Employer and Military-Friendly Spouse Employer by Viqtory Media, November 2023.
- 4 Source: <https://www.cancer.org/cancer/cancer-basics/lifetime-probability-of-developing-or-dying-from-cancer.html>
- 5 Source: https://hoxworth.org/donors/returndonor.html?utm_source=carnegie&utm_medium=ppc&utm_campaign=blood-donors&utm_term=google&utm_content=ppc&gclid=CjwKCAjw9LSSBhBsEiwAKtf0n7Q3IpQ3AjFZQ7fZ0com0_TE45fpAoKilfvYwAcJVqNbu0HWu8QBBoCwZMQAvD_BwE
- 6 Data provided by University of Cincinnati Hoxworth Blood Center.
- 7 Source: <https://inside.nku.edu/president/communication/news-media/20220719.html>
- 8 Source: https://www.uwgc.org/sites/default/files/2024-04/uwgc_impact-report-23_final.pdf
- 9 Source: <https://www.artswave.org/docs/default-source/default-document-library/2022-artswave-community-report.pdf>
- 10 Source: https://artswave.org/docs/default-source/default-document-library/2023-artswave-community-report.pdf?_gl=1*14tdi2*_ga*MTQ40TM10Tk1Ni4xNzE3NTE4NDg5*_ga_YT0DK2STVC*MTcxNzUxODQ4OS4xLjEuMTcxNzUxODUxNS4zNC4wLjJwODM1ODA5ODk
- 11 Source: https://www.cincinnatiexperience.com/wp-content/uploads/2022/02/Media-Kit-Binder_FINAL.pdf
- 12 Source: Provided by Cincinnati Art Museum
- 13 Source: <https://thechildrenstheatre.com/the-emery/>
- 14 The American Opportunity Index, joint project of the Burning Glass Institute, the Managing the Future of Work Project at Harvard Business School, and the Schultz Family Foundation, December 2023.
- 15 Source: https://stevieawards.com/search-past-winners-and-finalists?site_type=&year=2023&company_name=&award=&nomination_title=&country=&category_group=&state=ohio&category=&city=&submitted_by=&industry=&items_per_page=10
- 16 Source: <https://dalbar.com/Awards/TopCallCenters>
- 17 Source: <https://www.forbes.com/lists/best-insurance-firms/?sh=6bd2f3ad202e>
- 18 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.
- 19 Source: <https://lightingcontrolsassociation.org/2013/09/16/estimating-energy-savings-with-lighting-controls/>