Module: Introduction

Page: Introduction

CC0.1

Introduction
Please give a general description and introduction to your organization.

Through its affiliated companies, Lincoln National Corporation offers: annuities; life, group life, disability and dental insurance; 401(k) and 403(b) plans; savings plans; and comprehensive financial planning and advisory services. With headquarters in the Philadelphia region, the operating companies of Lincoln National Corporation had assets under management of $261.6 billion as of December 31, 2016. Lincoln Financial Group is the marketing name for Lincoln National Corporation and its affiliated entities.

CC0.2

Reporting Year
Please state the start and end date of the year for which you are reporting data.
The current reporting year is the latest/most recent 12-month period for which data is reported. Enter the dates of this year first.
We request data for more than one reporting period for some emission accounting questions. Please provide data for the three years prior to the current reporting year if you have not provided this information before, or if this is the first time you have answered a CDP information request. (This does not apply if you have been offered and selected the option of answering the shorter questionnaire). If you are going to provide additional years of data, please give the dates of those reporting periods here. Work backwards from the most recent reporting year.
Please enter dates in following format: day(DD)/month(MM)/year(YYYY) (i.e. 31/01/2001).

Enter Periods that will be disclosed
Fri 01 Jan 2016 - Sat 31 Dec 2016

CC0.3

Country list configuration

Please select the countries for which you will be supplying data. If you are responding to the Electric Utilities module, this selection will be carried forward to assist you in completing your response.

Select country
United States of America

CC0.4

Currency selection

Please select the currency in which you would like to submit your response. All financial information contained in the response should be in this currency.

USD($)

CC0.6

Modules
As part of the request for information on behalf of investors, companies in the electric utility sector, companies in the automobile and auto component manufacturing sector, companies in the oil and gas sector, companies in the information and communications technology sector (ICT) and companies in the food, beverage and tobacco sector (FBT) should complete supplementary questions in addition to the core questionnaire.
If you are in these sector groupings, the corresponding sector modules will not appear among the options of question CC0.6 but will automatically appear in the ORS navigation bar when you save this page. If you want to query your classification, please email respond@cdp.net.
If you have not been presented with a sector module that you consider would be appropriate for your company to answer, please select the module below in CC0.6.

Further Information

Module: Management

Page: CC1. Governance

CC1.1

Where is the highest level of direct responsibility for climate change within your organization?

Board or individual/sub-set of the Board or other committee appointed by the Board

CC1.1a

Please identify the position of the individual or name of the committee with this responsibility

i. The Corporate Governance Committee of the Board of Directors
ii.The Corporate Governance Committee has oversight of Lincoln's strategy and reputation regarding sustainability and corporate social responsibility, including climate change.

CC1.2

Do you provide incentives for the management of climate change issues, including the attainment of targets?

Yes

CC1.2a

Please provide further details on the incentives provided for the management of climate change issues

Who is entitled to benefit from these incentives?	The type of incentives	Incentivized performance indicator	Comment
Other: SVP of Corporate Responsibility	Monetary reward	Other: General sustainability, including management of climate change risks and opportunities.	A component of the annual compensation formula for the SVP of Corporate Responsibility is based on sustainability performance.
Facility managers	Monetary reward	Energy reduction project Energy reduction target	Merit increases for facilities managers are tied to performance evaluations, of which one goal is related to Energy Star performance in buildings.
All employees	Recognition (non-monetary)	Other: Ideas for improvements	Through the Ideas@Work program, employees are engaged to shape the future of Lincoln Financial Group by submitting ideas for improvements that will increase productivity /efficiency, reduce costs /generate revenue, or enhance customer and employee satisfaction. Lincoln recognizes employees that make innovative suggestions for process and productivity improvements, including energy and carbon emission reduction suggestions.
All employees	Monetary reward	Other: Ideas for improvements	Through the Ideas@Work program, employees are engaged to shape the future of Lincoln Financial Group by submitting ideas for improvements that will increase productivity /efficiency, reduce costs /generate revenue, or enhance customer and employee satisfaction. All employees whose ideas are implemented by the company are recognized for their contribution within the organization and some are awarded prizes and monetary awards.

Further Information

Page: CC2. Strategy

CC2.1

Please select the option that best describes your risk management procedures with regard to climate change risks and opportunities

Integrated into multi-disciplinary company wide risk management processes

CC2.1a

Please provide further details on your risk management procedures with regard to climate change risks and opportunities

Frequency of monitoring	To whom are results reported?	Geographical areas considered	How far into the future are risks considered?	Comment
Six-monthly or more frequently	Senior manager/officer	United States	3 to 6 years	Lincoln only operates and sells products in the United States.

CC2.1b

Please describe how your risk and opportunity identification processes are applied at both company and asset level

At a company level, Lincoln’s Corporate Enterprise Risk and Capital Committee (ERCC) oversees the processes to identify, measure, monitor, and manage significant risks and periodically reports to the Board. The Board oversees the risk management process, including reviews of operational, financial, legal and regulatory, strategic, and competitive risks. Climate change risks are identified in the company's Risk Self-Assessment (RSA) process and the Emerging Risk Task Force (ERTF). The RSA process surveys Business Units at least twice a year. Risks are prioritized based on likelihood, impact (financial and non-financial), and velocity and aggregated into a corporate view. The ERTF includes individuals from all areas, including CSR, and meets bi-weekly to discuss emerging risks (strategic, reputational, and competitive), including climate change. CSR provides information on climate change risks and opportunities to the ERTF. To gather this information, Lincoln’s CSR team regularly engages with consultants, associations and a cross functional, senior level, internal committee. Discussions cover developments in the market and trends related to climate change and the potential risk and opportunity for the company.
At an asset level, Lincoln considers risks related to its physical assets and invested assets. For physical asset risk, sites with a higher likelihood of being impacted by severe weather are assessed. From an investment perspective, Lincoln requires its third party asset managers to consider ESG factors, including climate-related risks, in their selection and review process as appropriate. For investments managed internally (mortgage and real estate holdings), Lincoln incorporates ESG and climate change factors into a range of factors in its investment management process. We review environmental assessments on all real estate securing our mortgage loan investments. We also consider opportunities such as investments in renewable energy companies and projects.

CC2.1c

How do you prioritize the risks and opportunities identified?

At a company level, risks related to climate change are identified through the Risk Self-Assessment (RSA) process and the Emerging Risk Task Force (ERTF). The RSA process is conducted with the Business Units and captures risks through a survey conducted at least twice a year. Risks are prioritized based on likelihood, impact (financial and non-financial), and velocity and aggregated to create a corporate view. Likelihood is considered high if there is a >50% chance of it occurring within the next three years, medium if there is a 20%-50% chance of it occurring within the next three years, and low if there is a <20% chance of it occurring within the next three years. High, medium, or low impact is defined relative to each business unit based on sales, earnings, and statutory capital. The velocity scale is driven by when impact to business is potentially evident. It would be high were impact to be evident within 6 months of risk event, medium were it to be within 18 months of risk event, and low were it to be within 3 years of risk event.

The ERTF is a tactical group within the Company's governance structure that meets bi-weekly to discuss emerging risks to the organization including climate change risk. The ERTF is comprised of individuals from various groups around the Company including Corporate Social Responsibility (CSR), the lead department handling climate change issues. The representative from CSR keeps the ERTF informed of climate change related risks. All risks are assessed and prioritized based on type of impact, severity, likelihood of occurrence, and timing of potential impact, and mitigation plans are formulated. The ERTF focuses on senior management priorities and other items that have the potential to significantly impact the Company when determining what items will be tracked. Their ratings help the Company prioritize climate change related risks.

CC2.1d

Please explain why you do not have a process in place for assessing and managing risks and opportunities from climate change, and whether you plan to introduce such a process in future

Main reason for not having a process	Do you plan to introduce a process?	Comment

CC2.2

Is climate change integrated into your business strategy?

Yes

CC2.2a

Please describe the process of how climate change is integrated into your business strategy and any outcomes of this process

i. In January of 2011, as part of its long term strategy, Lincoln Financial Group established a department of Corporate Social Responsibility to enhance the planning and communication of its social responsibility and environmental stewardship activities. Among other things, the department of Corporate Social Responsibility has been charged with collecting information and coordinating responses to disclosure requests and RFP's, as well as supporting the development of voluntary communications regarding social and environmental impacts and actions. Lincoln Financial Group's Corporate Social Responsibility department is the primary collector of information related to climate change. The SVP of Corporate Responsibility, with support from team members and consultants, regularly reviews information pertaining to the impact of climate change on business and the risks and opportunities related to climate change for life insurance and financial services companies, in particular. Information is gathered from a variety of sources such as Ceres, NAIC, G&A Institute, and Bloomberg and is reviewed with information from other published articles, research reports, company reports, conferences, and conversations with experts. Identified areas of risk and opportunity are reported to and discussed quarterly with the Sustainability Advisory Group, a cross functional team comprised of senior and middle level management that represent a majority of Lincoln Financial Group's business units. Areas of opportunity and risk related to climate change are also reported and discussed directly with members of individual business units, such as the investment team, the Emerging Risk Task Force, the facilities team, compliance, and product groups as appropriate.

ii. For example, in 2015, Lincoln set a carbon emission reduction goal spanning all facilities scope 2 emissions per employee. In 2016, Lincoln posted an ESG Investment Policy Statement publically, describing the integration of ESG factors, including climate change, into its investment process.

iii. The aspects of climate change that have influenced Lincoln's business strategy include greater awareness of stakeholder interests regarding climate change, identification of risks and opportunities related to energy efficiency and carbon reduction, a recognition that greenhouse gas inventories have the potential to shed light on missed opportunities for cost savings and increased efficiency for the company, an increased understanding of the potential for climate change to impact investment holdings in certain industries, such as utilities and industrials, and an awareness of new investment opportunities such as green bonds. In 2016, Lincoln brought in shareholders and other interested stakeholders and experts to talk about their perspectives on climate change risks and opportunities in the insurance sector, as well as public reporting. This information is considered carefully by the corporate responsibility team and informs the company's sustainability strategy.

iv. The most significant aspects of the short term (1-3 years) strategy influenced by climate change are efforts to improve collection, coordination, and communication of climate risk and opportunity information through the department of Corporate Social Responsibility. A significant component of this pertains to improving our understanding and management of carbon emissions information and data. In support of this, the decision was made to switch to a more robust sustainability data collection tracking system that will improve the quality and usefulness of information gleaned from the greenhouse gas inventory process, and the company initiated an internal audit of the greenhouse gas inventory.

v. The most significant aspects of the long term (3-10) strategy influenced by climate change relate to the company's management of its Scope 2 greenhouse gas emissions. Lincoln Financial Group's most significant sources of Scope 1 and 2 greenhouse gas emissions are a result of its building operations. From a building energy efficiency perspective, Lincoln Financial Group has had a long standing program to actively monitor and manage energy used in the facilities it owns and operates dating back to 1972. The company has an ongoing commitment to evaluate and act on opportunities to improve energy efficiency in both the short and long term. For example, Lincoln Financial Group began a major renovation of its largest owned property, located on the three-building campus in downtown Greensboro, North Carolina. This five-year project will completely transform 270,962 square feet of office space in the Elm Building. Energy efficiency is a significant driving force behind the transformation the building will undergo over the next five years. Our goal is to reduce electricity use across our Greensboro campus by 10% through these projects. By the end of 2016, we had achieved 7.11% of this goal by replacing outdated equipment with energy efficient ones throughout the year, such as boilers and LED light bulbs. In 2015 Lincoln Financial Group set its first carbon emission reduction target in order to reduce its Scope 2 greenhouse gas emissions per employee from a 2014 baseline by 2020 - and we continue to work towards this goal.

vi. In assessing its position relative to its competitors, the company does see a potential advantage in enhanced reputation, attraction and retention of talent, enhanced employee engagement, and addressing customer and investor preference based on communicating about its ESG management strategies.

vii. The most substantial business decisions made that were influenced by climate change factors have been the decision to report externally on climate change risks, to track and report greenhouse gas emissions, and, most recently, the decision set a carbon emission reduction target. These decisions were made primarily in an effort to better understand, track, and manage the company's impacts on greenhouse gas emissions and the related risks and opportunities.

CC2.2b

Please explain why climate change is not integrated into your business strategy

CC2.2c

Does your company use an internal price on carbon?

No, and we currently don't anticipate doing so in the next 2 years

CC2.2d

Please provide details and examples of how your company uses an internal price on carbon

CC2.3

Do you engage in activities that could either directly or indirectly influence public policy on climate change through any of the following? (tick all that apply)

Trade associations

CC2.3a

On what issues have you been engaging directly with policy makers?

Focus of legislation	Corporate Position	Details of engagement	Proposed legislative solution

CC2.3b

Are you on the Board of any trade associations or provide funding beyond membership?

Yes

CC2.3c

Please enter the details of those trade associations that are likely to take a position on climate change legislation

Trade association	Is your position on climate change consistent with theirs?	Please explain the trade association's position	How have you, or are you attempting to, influence the position?
American Council of Life Insurers (ACLI)	Consistent	Related to state insurance department and National Association of Insurance Commissioners (NAIC) Insurer Climate Risk Survey questions, the ACLI focuses on ensuring a uniform process. The ACLI also reports to members on the NAIC committee activities.	No current activity, the survey process is in place and being managed by a group of states

CC2.3d

Do you publicly disclose a list of all the research organizations that you fund?

CC2.3e

Please provide details of the other engagement activities that you undertake

CC2.3f

What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?

The Senior Vice President, Head of Public Policy also sits on Lincoln Financial Group's Sustainability Advisory Group. As part of the SVP's responsibility as a member of the Advisory Group, he reviews any substantive decisions regarding sustainability strategy and communications. Additionally, the company has a senior management group that monitors and directs its advocacy on key policy matters.

CC2.3g

Please explain why you do not engage with policy makers

Further Information

Page: CC3. Targets and Initiatives

CC3.1

Did you have an emissions reduction or renewable energy consumption or production target that was active (ongoing or reached completion) in the reporting year?

Intensity target

CC3.1a

Please provide details of your absolute target

ID	Scope	% of emissions in scope	% reduction from base year	Base year	Base year emissions covered by target (metric tonnes CO2e)	Target year	Is this a science-based target?	Comment

CC3.1b

Please provide details of your intensity target

ID	Scope	% of emissions in scope	% reduction from base year	Metric	Base year	Normalized base year emissions covered by target	Target year	Is this a science-based target?	Comment
Int1	Scope 2 (location-based)	100%	20%	Other: Intensity per Total Employees included in Scope 2 locations	2014	3.87	2020	No, and we do not anticipate setting one in the next 2 years	The normalized base year emissions covered by the target have changed since last year due to a correction in the calculation.

CC3.1c

Please also indicate what change in absolute emissions this intensity target reflects

ID	Direction of change anticipated in absolute Scope 1+2 emissions at target completion?	% change anticipated in absolute Scope 1+2 emissions	Direction of change anticipated in absolute Scope 3 emissions at target completion?	% change anticipated in absolute Scope 3 emissions	Comment
Int1	Decrease	1.55	No change	0	The % change anticipated in absolute S1 & S2 emissions relative to the base year have changed since last year due to a correction in the calculation.

CC3.1d

Please provide details of your renewable energy consumption and/or production target

ID	Energy types covered by target	Base year	Base year energy for energy type covered (MWh)	% renewable energy in base year	Target year	% renewable energy in target year	Comment

CC3.1e

For all of your targets, please provide details on the progress made in the reporting year

ID	% complete (time)	% complete (emissions or renewable energy)	Comment
Int1	33%	32.85%	

CC3.1f

Please explain (i) why you do not have a target; and (ii) forecast how your emissions will change over the next five years

CC3.2

Do you classify any of your existing goods and/or services as low carbon products or do they enable a third party to avoid GHG emissions?

Yes

CC3.2a

Please provide details of your products and/or services that you classify as low carbon products or that enable a third party to avoid GHG emissions

Level of aggregation	Description of product/Group of products	Are you reporting low carbon product/s or avoided emissions?	Taxonomy, project or methodology used to classify product/s as low carbon or to calculate avoided emissions	% revenue from low carbon product/s in the reporting year	% R&D in low carbon product/s in the reporting year	Comment
Group of products	Lincoln Financial is engaged in a number of initiatives to reduce paper. Many of these have a direct impact on our customers' and partners' Scope 3 emissions. Recent paperless initiatives include electronic submission of applications for variable annuity products, electronic delivery of annuity statements to agents and customers, electronic delivery of retirement plan statements to customers, and the electronic distribution of shareholder proxy, voting cards and annual reports					

CC3.3

Did you have emissions reduction initiatives that were active within the reporting year (this can include those in the planning and/or implementation phases)

Yes

CC3.3a

Please identify the total number of projects at each stage of development, and for those in the implementation stages, the estimated CO2e savings

Stage of development	Number of projects	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)

Stage of development	Number of projects	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation		
To be implemented*	12	193
Implementation commenced*	0	0
Implemented*	6	160
Not to be implemented		

CC3.3b

For those initiatives implemented in the reporting year, please provide details in the table below

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/ Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative	Comment
Energy efficiency: Building services	Replaced Chiller pump in Friendly building in GSO 5.1	5.1	Scope 2 (location-based)	Mandatory	347	8867	>25 years	16-20 years	
Energy efficiency: Building services	Replaced lighting fixtures in Garage in GSO	91.6	Scope 2 (location-based)	Voluntary	7768	27612	4-10 years	21-30 years	
Energy efficiency:	Renovated several elements of the Friendly building's 5th floor in GSO	39.2	Scope 2 (location-	Voluntary	3326	635644	>25 years	6-10 years	

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/ Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative	Comment
Building services	including the replacement of VAV boxes, controls, carpeting and lighting.		based)						
Other	Replaced water coolers in GSO	1	Scope 2 (location-based)	Voluntary	30	8720	>25 years	>30 years	
Energy efficiency: Building services	Renovated several elements of the JP building's 2nd floor in GSO, including the replacement of lighting and carpeting.	5.3	Scope 2 (location-based)	Voluntary	450	77930	>25 years	6-10 years	
Energy efficiency: Building services	Lighting retrofit and LED upgrades in Ft. Wayne	19.1	Scope 3	Voluntary	21462	25000	1-3 years	11-15 years	

CC3.3c

What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Internal finance mechanisms	If the expected ROI for a newly proposed energy reduction project is within 12-18 months, the project will be funded from the current year's energy budget. If the ROI period exceeds 18 months, projects are reviewed as part of the annual company wide strategic planning

Method	Comment
	process.
Financial optimization calculations	All decisions regarding the purchase of equipment, changes to building structures and or systems or processes are evaluated based on the financial cost and benefit to the organization. For every project, various methods of accomplishing the goal will be evaluated. Energy efficiency is among the factors considered in the decision making process.
Employee engagement	Through the Ideas@Work program, employees are engaged to shape the future of Lincoln Financial Group by submitting ideas for improvements that will Increase productivity /efficiency, reduce costs /generate revenue, or enhance customer and employee satisfaction. Employees who submit ideas are recognized and they receive promotional items. Employees whose ideas are implemented are recognized for their contribution within the organization.

CC3.3d

If you do not have any emissions reduction initiatives, please explain why not

Further Information

Page: CC4. Communication

CC4.1

Have you published information about your organization’s response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s)

Publication	Status	Page/Section reference	Attach the document	Comment
In voluntary communications	Underway - previous year attached	3-11	https://www.cdp.net/sites/2017/96/10696/Climate Change 2017/Shared Documents/Attachments/CC4.1/Environmental Impact Statement_Final 2016.pdf	The upcoming 2016 Corporate Social Responsibility Report will

Publication	Status	Page/Section reference	Attach the document	Comment
				contain 2016 environmental data.
In mainstream reports (including an integrated report) but have not used the CDSB Framework	Complete	24	https://www.cdp.net/sites/2017/96/10696/Climate Change 2017/Shared Documents/Attachments/CC4.1/SEC-LNC-A-59558-17-12_10K.pdf	LNC 10-K.
In voluntary communications	Complete	2,6,7	https://www.cdp.net/sites/2017/96/10696/Climate Change 2017/Shared Documents/Attachments/CC4.1/Lincoln Financial Group_Responsible Business Practices 2016.pdf	Responsible Business Practices
In other regulatory filings	Underway - previous year attached	all	https://www.cdp.net/sites/2017/96/10696/Climate Change 2017/Shared Documents/Attachments/CC4.1/Insurer Climate Risk Survey 2016 (FY 2015).pdf	NAIC Climate Risk Disclosure Survey

Further Information

Module: Risks and Opportunities

Page: CC5. Climate Change Risks

CC5.1

Have you identified any inherent climate change risks that have the potential to generate a substantive change in your business operations, revenue or expenditure? Tick all that apply

Risks driven by changes in physical climate parameters

CC5.1a

Please describe your inherent risks that are driven by changes in regulation

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management

CC5.1b

Please describe your inherent risks that are driven by changes in physical climate parameters

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Tropical cyclones (hurricanes and typhoons)	In our group insurance operations [Group Protection - which represented 15% of total sales in 2016, (whereby Lincoln insures a large number of lives in one company)] a localized event that affects the workplace of one or more of our group insurance customers could cause a	Increased capital cost	3 to 6 years	Direct	Unlikely	Medium	Claims resulting from natural or man-made catastrophic events could cause substantial volatility in our financial results for any fiscal quarter or year and could materially reduce our profitability or harm our financial condition. Catastrophic events could harm the financial condition of our	Lincoln Financial Group reinsures a significant amount of the mortality risk on fully underwritten, newly issued, individual life insurance contracts. Retention limits are regularly reviewed for continued appropriateness and they may be changed in the future. If Lincoln Financial Group were to experience adverse mortality or morbidity	The costs of managing this risk are part of the current cost of reinsurance and the company's risk management systems and processes. No additional cost has been incurred to address climate change risks specifically.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	significant loss due to mortality or morbidity claims. These events could cause a material adverse effect on our results of operations in any period and, depending on their severity, could also materially and adversely affect our financial condition.						reinsurers and thereby increase the probability of default on reinsurance recoveries. Accordingly, our ability to write new business could also be affected.	experience, a significant portion of claims would be reimbursed by its reinsurers. Lincoln Financial Group's finance and risk management teams actively review actuarial data on an ongoing basis and incorporate any changes reflected in the actuarial data into the pricing of products. Members of our products team have recently begun reviewing specific actuarial information related to the impacts of climate change on morbidity and mortality, and will consider these factors among others in evaluating product pricing, as appropriate. In determining CAT coverage for our Group Protection business, we review our inforce block for geographic concentration risk. We analyze both	

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								large clients with many lives in a single office location, and multiple smaller clients located in specific geographic areas. Our ERM team also analyzes catastrophic mortality and morbidity separately and in combination with other risks to ensure the enterprise risk profile remains acceptable.	

CC5.1c

Please describe your inherent risks that are driven by changes in other climate-related developments

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management

CC5.1d

Please explain why you do not consider your company to be exposed to inherent risks driven by changes in regulation that have the potential to generate a substantive change in your business operations, revenue or expenditure

i) Lincoln has considered the potential impact if broader regulation were to be passed requiring reporting on non-financial business aspects such as emissions levels, energy use, or environmental risk management. The potential for regulations that would price greenhouse gas emissions, or require certain energy efficiency standards, were also considered.

ii) These impacts have been evaluated through the company's Risk Self-Assessment (RSA) process and the Emerging Risk Task Force (ERTF). The RSA process captures risk by surveying Business Units at least twice per year. Risks are prioritized and evaluated based on likelihood, impact (financial and non-financial), and velocity. The ERTF meets bi-weekly to discuss emerging risks to the organization including climate change risk. Risks are assessed and prioritized based on type of impact, severity, likelihood, and timing of potential impact and mitigation plans are formulated.

iii) Currently Lincoln believes it is not exposed to risks driven by climate change related regulation that may have the potential to generate a substantive change in our business in the next 3-6 years. Regulations that require broader non-financial reporting have not been considered relevant because they pose no risk to business operations, revenue or expenditure. Lincoln regularly tracks and quantifies energy and emissions, and is already reporting this information publicly. In the event regulations passed were to require more extensive disclosure, it is estimated that any required changes would be reasonable to implement at current resource levels. It is also estimated that regulations regarding energy efficiency would have little impact on the organization given the low level of spend on energy, which represents less than 5% of operating expenses. Even still, the passing of US regulation that would require Lincoln or industries upstream to pay a tax on carbon emissions would have the potential to have a substantive impact on operations, revenue or expenditures. It is also estimated that the passing of carbon tax or energy efficiency regulation could have the potential to have a substantive impact on the companies in which Lincoln invests. In both of these cases however, it is anticipated that there would be sufficient advance notice of the impending regulation that it would allow time for impacts to be assessed and managed.

CC5.1e

Please explain why you do not consider your company to be exposed to inherent risks driven by changes in physical climate parameters that have the potential to generate a substantive change in your business operations, revenue or expenditure

CC5.1f

Please explain why you do not consider your company to be exposed to inherent risks driven by changes in other climate-related developments that have the potential to generate a substantive change in your business operations, revenue or expenditure

i) Lincoln Financial has considered the degree to which a lack of communications on the management of risks and opportunities related to climate change, or not calculating/managing carbon emissions, might influence consumer choice for Lincoln's insurance and retirement services at a substantive level in the next 3-6 years.

ii) These impacts have been evaluated through the company's Risk Self-Assessment (RSA) process and the Emerging Risk Task Force (ERTF). The RSA process captures risk by surveying Business Units at least twice per year. Risks are prioritized and evaluated based on likelihood, impact (financial and non-financial), and velocity and aggregated to create a corporate view. Likelihood is considered on a range of high to low based on the percentage of occurrence, while impact is defined based on sales, earnings, and statutory capital. The velocity scale is driven by when impact to business is potentially evident.
The ERTF is a tactical group within the Company's governance structure that meets bi-weekly to discuss emerging risks to the organization including climate change risk. Risks are assessed and prioritized based on type of impact, severity, likelihood of occurrence, timing of potential impact and mitigation plans are formulated.
Additionally, Lincoln Financial's Corporate Social Responsibility team regularly engages in discussions with external consultants (weekly meetings), NGO/association representatives (several times a year), and an internal cross functional, senior level, Sustainability Advisory Group (quarterly), as well as representatives from product and investment teams (periodically). In these conversations, the teams jointly assess recent developments in the market and broader societal trends related to climate change, and how those may or may not impact the company in the future in terms of both risk and opportunity.

iii) Lincoln receives only a few RFPs annually requesting information on the company's environmental impact management. Therefore, the potential for communication about Lincoln's work in this area to substantively impact customer purchasing decisions in the next 3-6 years was considered to be low.

Further Information

Page: CC6. Climate Change Opportunities

CC6.1

Have you identified any inherent climate change opportunities that have the potential to generate a substantive change in your business operations, revenue or expenditure? Tick all that apply

CC6.1a

Please describe your inherent opportunities that are driven by changes in regulation

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management

CC6.1b

Please describe your inherent opportunities that are driven by changes in physical climate parameters

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management

CC6.1c

Please describe your inherent opportunities that are driven by changes in other climate-related developments

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management

CC6.1d

Please explain why you do not consider your company to be exposed to inherent opportunities driven by changes in regulation that have the potential to generate a substantive change in your business operations, revenue or expenditure

i) Lincoln has evaluated the potential impact to the company of a carbon tax or carbon cap and trade program in the US and the potential impact of greater SEC requirements on reporting on non-financial material issues, such as greenhouse gas emissions.
ii) The process for identifying potential opportunities related to changes in regulation begins with the office of Corporate Social Responsibility. The team regularly reviews industry and sustainability related research reports and market analysis and discusses the potential emerging trends that may impact the company. Opportunities that warrant further review are discussed in the cross functional, senior level, Sustainability Advisory Group meetings.

iii) Based on assessment of the regulatory environment, Lincoln does not foresee any new opportunities driven by existing or future climate change related regulations that have the potential to generate a substantive change in our business operations, revenue or expenditures in the next 3-6 years. Lincoln is a life insurance and financial services company that operates solely in the US. Products and services offered by Lincoln include life insurance, annuities, defined contribution, group life, disability and dental plans. Within this scope of services, no relevant opportunities have been identified for the enhancement of existing products, or development of new products, in response to anticipated changes in climate change regulations in the US.
The company recognizes the possibility that a mandatory cap and trade program, within which Lincoln would be regulated, could be instituted in the US in the next six years. If some form of carbon cap and trade legislation were to be implemented, it is highly likely that Lincoln's emissions would fall below the regulated level due to efforts and attention to improving energy efficiency. This could provide Lincoln with an opportunity to generate additional revenue through the sale of carbon credits back to the market or tax benefits. However, given the relatively low level of spend on energy, these opportunities were estimated as not likely to substantively influence operations. Were there to be a requirement to report on GHG emissions, Lincoln could experience a lower cost of compliance having already incorporated reporting, however this is also not expected to have a substantive impact on the company's business.

CC6.1e

Please explain why you do not consider your company to be exposed to inherent opportunities driven by changes in physical climate parameters that have the potential to generate a substantive change in your business operations, revenue or expenditure

i) Lincoln Financial has assessed the degree to which its level of preparedness for the physical impacts of climate change could impact the company's reputation.
ii) The process for identifying potential opportunities related to changes in regulation begins with the office of Corporate Social Responsibility. The team regularly reviews industry and sustainability related research reports and market analysis and discusses the potential emerging trends to impact the company. Opportunities that warrant further review are discussed in the cross functional, senior level, quarterly Sustainability Advisory Group meetings.
iii) Lincoln Financial Group does not foresee any new opportunities related to changes in physical climate change parameters that have the potential to generate a substantive change in our business operations, revenue or expenditures in the next 3-6 years. Products and services offered by Lincoln include life insurance, annuities, retirement plans, defined contribution, group life, disability and dental plans. Being financial instruments, none harbor direct opportunities related to potential changes in physical parameters. The company has also considered the impact of its preparedness in terms of its reputation in the market. Due to its Business Continuity and Disaster Recovery plans for critical business units, Lincoln Financial Group considers its primary buildings and core operations to be

prepared for disasters caused by extreme weather that may be a result of climate change. It was considered whether increased communication about this level of preparedness could positively influence the purchasing or investment decisions of some of Lincoln Financial Group's stakeholders who are factoring climate change into their decision-making process. However, at this time the likelihood of this influence on investment decisions is perceived to be very small and any increase would likely be gradual. It is not deemed to be an opportunity that will generate any substantive growth in sales or revenue in the next 3-6 years.

CC6.1f

Please explain why you do not consider your company to be exposed to inherent opportunities driven by changes in other climate-related developments that have the potential to generate a substantive change in your business operations, revenue or expenditure

i) Lincoln Financial has considered the degree to which its communications on management of risks and opportunities related to climate change, or its calculation and management of carbon emissions, might positively influence consumer choice for insurance and retirement services at a substantive level in the next 3-6 years.

ii) Lincoln Financial's Corporate Social Responsibility team regularly engages in discussions with external consultants (weekly meetings), NGO/association representatives (several times a year), and an internal cross functional, senior level, Sustainability Advisory Group (quarterly), as well as representatives from product and investment teams (periodically). In these conversations, the teams jointly assess recent developments in the market and broader societal trends related to climate change and how those may or may not impact the company in the future in terms of both risk and opportunity.

iii) Lincoln receives only a few RFPs annually requesting information on the company's environmental impact management. Therefore, the potential for communication about Lincoln's work in this area to substantively impact customer purchasing decisions in the next 3-6 years was considered to be low.

Further Information

Module: GHG Emissions Accounting, Energy and Fuel Use, and Trading

Page: CC7. Emissions Methodology

CC7.1

Please provide your base year and base year emissions (Scopes 1 and 2)

Scope	Base year	Base year emissions (metric tonnes CO2e)
Scope 1	Sat 01 Jan 2011 - Sat 31 Dec 2011	4233
Scope 2 (location-based)	Sat 01 Jan 2011 - Sat 31 Dec 2011	16182
Scope 2 (market-based)	Sat 01 Jan 2011 - Sat 31 Dec 2011	0000

CC7.2

Please give the name of the standard, protocol or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions

Please select the published methodologies that you use
The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

CC7.2a

If you have selected "Other" in CC7.2 please provide details of the standard, protocol or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions

CC7.3

Please give the source for the global warming potentials you have used

Gas	Reference
CH_4	IPCC Fourth Assessment Report (AR4 - 100 year)
N_2O	IPCC Fourth Assessment Report (AR4 - 100 year)
HFCs	IPCC Fourth Assessment Report (AR4 - 100 year)
Other: HCFC	IPCC Fourth Assessment Report (AR4 - 100 year)
CO_2	IPCC Fourth Assessment Report (AR4 - 100 year)

CC7.4

Please give the emissions factors you have applied and their origin; alternatively, please attach an Excel spreadsheet with this data at the bottom of this page

Fuel/Material/Energy	Emission Factor	Unit	Reference
			See attached spreadsheet

Further Information

Attached is a list of the emissions factors per question 7.4.

Attachments

https://www.cdp.net/sites/2017/96/10696/Climate Change 2017/Shared Documents/Attachments/ClimateChange2017/CC7.EmissionsMethodology/LFG GHG Emissions Factors 2016 Inventory.xlsx

Page: CC8. Emissions Data - (1 Jan 2016 - 31 Dec 2016)

CC8.1

Please select the boundary you are using for your Scope 1 and 2 greenhouse gas inventory

Financial control

CC8.2

Please provide your gross global Scope 1 emissions figures in metric tonnes CO2e

2675

CC8.3

Please describe your approach to reporting Scope 2 emissions

Scope 2, location-based	Scope 2, market-based	Comment
We are reporting a Scope 2, location-based figure	We are reporting a Scope 2, market-based figure	

CC8.3a

Please provide your gross global Scope 2 emissions figures in metric tonnes CO2e

Scope 2, location-based	Scope 2, market-based (if applicable)	Comment
11795	10876	Market based figures are only available for two locations.

CC8.4

Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

No

CC8.4a

Please provide details of the sources of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure

Source	Relevance of Scope 1 emissions from this source	Relevance of location-based Scope 2 emissions from this source	Relevance of market-based Scope 2 emissions from this source (if applicable)	Explain why the source is excluded

CC8.5

Please estimate the level of uncertainty of the total gross global Scope 1 and 2 emissions figures that you have supplied and specify the sources of uncertainty in your data gathering, handling and calculations

Scope	Uncertainty range	Main sources of uncertainty	Please expand on the uncertainty in your data
Scope 1	Less than or equal to 2%	Data Gaps Assumptions	1. Emissions factors were used in place of direct measurement of carbon emissions for all sources. 2. Natural gas conversion factors were estimated based on industry standard. 3. For all mobile emissions, average or industry based fuel efficiency estimates were used. 4. For smaller leased office spaces, no information was available regarding which offices were heated by natural gas, nor was information available about the use of refrigerants or fire suppression system gasses.
Scope 2 (location-based)	Less than or equal to 2%	Assumptions	eGrid sub-region estimates were used for purchased electric sources.
Scope 2 (market-based)	Less than or equal to 2%	Data Gaps	Only two utility providers were able to provide market based emission factors.

CC8.6

Please indicate the verification/assurance status that applies to your reported Scope 1 emissions

No third party verification or assurance

CC8.6a

Please provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements

Verification or assurance cycle in place	Status in the current reporting year	Type of verification or assurance	Attach the statement	Page/section reference	Relevant standard	Proportion of reported Scope 1 emissions verified (%)

CC8.6b

Please provide further details of the regulatory regime to which you are complying that specifies the use of Continuous Emission Monitoring Systems (CEMS)

Regulation	% of emissions covered by the system	Compliance period	Evidence of submission

CC8.7

Please indicate the verification/assurance status that applies to at least one of your reported Scope 2 emissions figures

No third party verification or assurance

CC8.7a

Please provide further details of the verification/assurance undertaken for your location-based and/or market-based Scope 2 emissions, and attach the relevant statements

Location-based or market-based figure?	Verification or assurance cycle in place	Status in the current reporting year	Type of verification or assurance	Attach the statement	Page/Section reference	Relevant standard	Proportion of reported Scope 2 emissions verified (%)

CC8.8

Please identify if any data points have been verified as part of the third party verification work undertaken, other than the verification of emissions figures reported in CC8.6, CC8.7 and CC14.2

Additional data points verified	Comment
No additional data verified	

CC8.9

Are carbon dioxide emissions from biologically sequestered carbon relevant to your organization?

No

CC8.9a

Please provide the emissions from biologically sequestered carbon relevant to your organization in metric tonnes CO2

Further Information

Page: CC9. Scope 1 Emissions Breakdown - (1 Jan 2016 - 31 Dec 2016)

CC9.1

Do you have Scope 1 emissions sources in more than one country?

No

CC9.1a

Please break down your total gross global Scope 1 emissions by country/region

Country/Region	Scope 1 metric tonnes CO2e

CC9.2

Please indicate which other Scope 1 emissions breakdowns you are able to provide (tick all that apply)

By facility
By GHG type

CC9.2a

Please break down your total gross global Scope 1 emissions by business division

Business division	Scope 1 emissions (metric tonnes CO2e)

CC9.2b

Please break down your total gross global Scope 1 emissions by facility

Facility	Scope 1 emissions (metric tonnes CO2e)	Latitude	Longitude
Concord Campus	352	43.216944	-71.554476
Ft. Wayne Campus	11	41.074195	-85.140034
Greensboro Campus	433	36.072894	-79.791333
Omaha Campus	396	41.261440	-96.048148
Philadelphia/Radnor (Fleet)	1483	40.043164	-75.366071

CC9.2c

Please break down your total gross global Scope 1 emissions by GHG type

GHG type	Scope 1 emissions (metric tonnes CO2e)
CO2	2597.69
CH4	4.58

GHG type	Scope 1 emissions (metric tonnes CO2e)
N2O	16.21
Other: HCFC	38.43
HFCs	18.15
Other: R-409a	0.20

CC9.2d

Please break down your total gross global Scope 1 emissions by activity

Activity	Scope 1 emissions (metric tonnes CO2e)

Further Information

Page: CC10. Scope 2 Emissions Breakdown - (1 Jan 2016 - 31 Dec 2016)

CC10.1

Do you have Scope 2 emissions sources in more than one country?

No

CC10.1a

Please break down your total gross global Scope 2 emissions and energy consumption by country/region

Country/Region	Scope 2, location-based (metric tonnes CO2e)	Scope 2, market-based (metric tonnes CO2e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low carbon electricity, heat, steam or cooling accounted in market-based approach (MWh)

CC10.2

Please indicate which other Scope 2 emissions breakdowns you are able to provide (tick all that apply)

By facility

CC10.2a

Please break down your total gross global Scope 2 emissions by business division

Business division	Scope 2, location-based (metric tonnes CO2e)	Scope 2, market-based (metric tonnes CO2e)

CC10.2b

Please break down your total gross global Scope 2 emissions by facility

Facility	Scope 2, location-based (metric tonnes CO2e)	Scope 2, market-based (metric tonnes CO2e)
Omaha Campus	2545	3143
Concord Campus	323	323
Greensboro Campus	8855	7336
Philadelphia	72	72

CC10.2c

Please break down your total gross global Scope 2 emissions by activity

Activity	Scope 2, location-based (metric tonnes CO2e)	Scope 2, market-based (metric tonnes CO2e)

Further Information

Page: CC11. Energy

CC11.1

What percentage of your total operational spend in the reporting year was on energy?

More than 0% but less than or equal to 5%

CC11.2

Please state how much heat, steam, and cooling in MWh your organization has purchased and consumed during the reporting year

Energy type	MWh
Heat	0
Steam	7137
Cooling	0

CC11.3

Please state how much fuel in MWh your organization has consumed (for energy purposes) during the reporting year

20974

CC11.3a

Please complete the table by breaking down the total "Fuel" figure entered above by fuel type

Fuels	MWh
Diesel/Gas oil	2347
Aviation gasoline	5607
Natural gas	12913
Motor gasoline	106
Liquefied petroleum gas (LPG)	1

CC11.4

Please provide details of the electricity, heat, steam or cooling amounts that were accounted at a low carbon emission factor in the market-based Scope 2 figure reported in CC8.3a

Basis for applying a low carbon emission factor	MWh consumed associated with low carbon electricity, heat, steam or cooling	Emissions factor (in units of metric tonnes CO2e per MWh)	Comment
Contract with suppliers or utilities, with a supplier-specific emission rate, not backed by electricity attribute certificates	22466	.72	

CC11.5

Please report how much electricity you produce in MWh, and how much electricity you consume in MWh

Total electricity consumed (MWh)	Consumed electricity that is purchased (MWh)	Total electricity produced (MWh)	Total renewable electricity produced (MWh)	Consumed renewable electricity that is produced by company (MWh)	Comment
63342	63342	0	0	0	

Further Information

Page: CC12. Emissions Performance

CC12.1

How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to the previous year?

Decreased

CC12.1a

Please identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined) and for each of them specify how your emissions compare to the previous year

Reason	Emissions value (percentage)	Direction of change	Please explain and include calculation
Emissions reduction activities	.88	Decrease	Last year 142.2 tCO2e were reduced by our emissions reduction projects in our Greensboro location. Our total S1 and S2 emissions in the previous year was 16,145 tCO2e. This sum differs from our reported 2015 emissions due to an update in the eGRID emissions factors in 2016 and WRI emissions factors in 2017. We arrived at .88 percent through (-142.2/16,145).
Divestment			
Acquisitions			
Mergers			
Change in output			
Change in methodology			
Change in boundary			
Change in physical operating conditions			
Unidentified	9.5	Decrease	All other sources of emissions combined equated to a decrease in emissions of 1,533 tCO2e. We arrived at 9.5 percent through (-1533/1645).
Other			

CC12.1b

Is your emissions performance calculations in CC12.1 and CC12.1a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Location-based

CC12.2

Please describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tonnes CO2e per unit currency total revenue

Intensity figure =	Metric numerator (Gross global combined Scope 1 and 2 emissions)	Metric denominator: Unit total revenue	Scope 2 figure used	% change from previous year	Direction of change from previous year	Reason for change
.000001086	metric tonnes CO2e	13330000000	Location-based	7.54	Decrease	Over the period, intensity per % of revenue decreased by 7.54 percent. 10.37% of this can be attributed to a decrease in S1 and S2 emissions. 2.84% can be attributed to a decrease in revenue.

CC12.3

Please provide any additional intensity (normalized) metrics that are appropriate to your business operations

Intensity figure =	Metric numerator (Gross global combined Scope 1 and 2 emissions)	Metric denominator	Metric denominator: Unit total	Scope 2 figure used	% change from previous year	Direction of change from previous year	Reason for change
4.22	metric tonnes CO2e	full time equivalent (FTE) employee	3427	Location-based	12.7	Decrease	Over the period intensity decreased by 12.7%. 10.37% can be attributed to a decrease in S1 & S2 emissions and 2.33% can be attributed to an increase in FTEs.

Further Information

For question 12.2, we cannot break out revenue by location.

Page: CC13. Emissions Trading

CC13.1

Do you participate in any emissions trading schemes?

No, and we do not currently anticipate doing so in the next 2 years

CC13.1a

Please complete the following table for each of the emission trading schemes in which you participate

Scheme name	Period for which data is supplied	Allowances allocated	Allowances purchased	Verified emissions in metric tonnes CO2e	Details of ownership

CC13.1b

What is your strategy for complying with the schemes in which you participate or anticipate participating?

CC13.2

Has your organization originated any project-based carbon credits or purchased any within the reporting period?

No

CC13.2a

Please provide details on the project-based carbon credits originated or purchased by your organization in the reporting period

Credit origination or credit purchase	Project type	Project identification	Verified to which standard	Number of credits (metric tonnes CO2e)	Number of credits (metric tonnes CO2e): Risk adjusted volume	Credits canceled	Purpose, e.g. compliance

Further Information

Page: CC14. Scope 3 Emissions

CC14.1

Please account for your organization’s Scope 3 emissions, disclosing and explaining any exclusions

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
Purchased goods and services	Relevant, calculated	693	Data on purchased paper (accounting for 90% of purchased paper) was obtained from Lincoln's Procurement Department. The Environmental Paper Network's calculator was then used to calculate the emissions savings. It uses custom GWPs that are calculated for each paper type by assuming 80% landfill and 20% waste to energy for non-recycled paper, and using the EPA's conversion efficiency factors to calculate the associated grid electricity from the combustion of landfill gas and heat produced in WTE plants.	90.00%	
Capital goods	Relevant, not yet calculated				At this time, the calculation of other aspects of Scope 3 has been prioritized based on data accessibility.
Fuel-and-energy-related activities (not included in Scope 1 or 2)	Relevant, not yet calculated				At this time, the calculation of other aspects of Scope 3 has been prioritized based on data accessibility.
Upstream transportation and distribution	Not relevant, explanation provided				While there may be some emissions associated with the transportation involved with the mailing of paper statements, the amount is very small and is decreasing every year due to the transition to electronic statements.
Waste generated in operations	Relevant, calculated	6809	Data on waste was obtained from Lincoln's facility managers for 2016. The University of Texas' Waste Carbon Calculator was then used to calculate the net carbon emissions. The calculator is available at: https://utexas.app.box.com/v/wastecalculator	100.00%	
Business travel	Relevant,	11166	Air travel mileage was obtained from the corporate travel	100.00%	

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
	calculated		department. GWP and emissions factors used were from Climate Leaders and the IPCC 4th Assessment Report. Personal vehicle travel was based on accounting records of reimbursement for personal vehicle use. GWP and emissions factors were from Climate Leaders and the IPCC 4th Assessment Report.		
Employee commuting	Relevant, calculated	170	Assumed laptop use 8 hours per day and phone charge at 1 hour per day. Multiplied the hours by the estimated number of "employee days" worked form home in the year by an estimated kWh associated with the laptop and phone use by the 1174 number of off-site employees	100.00%	
Upstream leased assets	Relevant, calculated	18103	Actual electric and fuel usage was obtained for leased spaces where possible, when provided by the utility company. When not possible, an average kWh per square foot estimate from CBECS was used, along with 2014 e-Grid sub-region energy information, to generate emissions estimates based on the square footage of the leased spaces.	100.00%	Calculated areas include the electricity associated with office space leased by Lincoln Financial Group. Emissions calculated do not include vehicles leased by Lincoln Financial Group to transport customers.
Downstream transportation and distribution	Relevant, not yet calculated				For Lincoln Financial Group, this Scope 3 category may include the transportation involved with the mailing of paper statements. The extent to which this is a significant source of emissions has not been assessed yet. Other areas of Scope 3 for which data is more readily available and those that are more likely to be significant will be prioritized.
Processing of	Not relevant,				As a provider of financial

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
sold products	explanation provided				instruments, Lincoln does not sell any intermediate projects and therefore we have no carbon emissions in this category
Use of sold products	Not relevant, explanation provided				Given that Lincoln Financial Group is a provider of financial instruments, the use of sold products by the consumer should not result in emissions
End of life treatment of sold products	Relevant, not yet calculated				Given that Lincoln Financial Group is a provider of financial instruments, the treatment of sold products by the consumer would be limited to recycling or disposal of any paper documents, statements, or reports. The extent to which this is a significant source of emissions has not been assessed yet. Other areas of Scope 3 for which data is more readily available and those that are more likely to be significant will be prioritized.
Downstream leased assets	Not relevant, explanation provided				Lincoln Financial Group leases a very small percentage of its owned office space. It is expected to be a very insignificant percentage of the overall Scope 3 emissions.
Franchises	Not relevant, explanation				Lincoln Financial Group does not have any franchises.

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
	provided				
Investments	Relevant, not yet calculated				Standards for obtaining this information are under development. This area will be re-evaluated as better guidance for measurement is available.
Other (upstream)	Not relevant, explanation provided				No other upstream categories have been identified
Other (downstream)	Not relevant, explanation provided				No other downstream categories have been identified

CC14.2

Please indicate the verification/assurance status that applies to your reported Scope 3 emissions

No third party verification or assurance

CC14.2a

Please provide further details of the verification/assurance undertaken, and attach the relevant statements

Verification or assurance cycle in place	Status in the current reporting year	Type of verification or assurance	Attach the statement	Page/Section reference	Relevant standard	Proportion of reported Scope 3 emissions verified (%)

CC14.3

Are you able to compare your Scope 3 emissions for the reporting year with those for the previous year for any sources?

Yes

CC14.3a

Please identify the reasons for any change in your Scope 3 emissions and for each of them specify how your emissions compare to the previous year

Sources of Scope 3 emissions	Reason for change	Emissions value (percentage)	Direction of change	Comment
Waste generated in operations	Change in methodology	55.13	Decrease	This was a result of obtaining more actual data as opposed to estimates and two additional sites reporting Waste to Energy in place of waste to landfill. Additionally, a more accurate multiplier for office space estimated landfill waste was identified and used which further reduced numbers. Lastly, a new calculator was used to calculate waste emissions based on weight rather than square footage.
Business travel	Unidentified	6.72	Decrease	
Employee commuting	Change in physical operating	29.77	Increase	This is a calculation of the energy used by employees working from home. There was an increase in the number of work from home employees this year.

Sources of Scope 3 emissions	Reason for change	Emissions value (percentage)	Direction of change	Comment
	conditions			
Upstream leased assets	Emissions reduction activities	1.09	Decrease	This was a result of emission reduction activities in Ft. Wayne and a small reduction in leased space.

CC14.4

Do you engage with any of the elements of your value chain on GHG emissions and climate change strategies? (Tick all that apply)

Yes, our suppliers
Yes, our customers

CC14.4a

Please give details of methods of engagement, your strategy for prioritizing engagements and measures of success

Sustainable event management was prioritized as an area of engagement with customers and suppliers due to the large number of events that the company has every year (upwards of 200+). It is also a demonstration of the company’s values in an area where the company interacts with thousands of external stakeholders. Lincoln Financial Group holds numerous events during the course of the year, including larger, national events and smaller regional events. The company has made significant strides over the last 3-5 years in working with vendors to lessen the environmental impact of our events. Efforts in this area have included such things as selecting sites with better access to public transportation and that are within walking distance to restaurants, requesting compliance with a no bottled water policy, sourcing local food, donating leftover food, requesting enhanced recycling capabilities, and providing conference materials in electronic form/via a conference app. For these changes to occur, the company has engaged with both the vendors/suppliers of event services and with customers regarding their experience with new policies and practices. The measures of success consider both use and satisfaction of event attendees. For example, the company is currently averaging an 86.5% download rate for its mobile application for events. The industry average is 60%. In 2017 the company has identified 21 events that will use the mobile app and have seen a 145% increase in every metric category over the past three years (# of Logged-In Users, # of Downloads, # of Session Views, # of Banner Taps, # Org Views, etc.).

Communication with vendors regarding more environmentally friendly options occurs in one on one conversations and written communication. Lincoln Financial is also a member of the Green Meetings Industry Council (GMIC), an industry association focused on sustainable event management. Through GMIC, the company works in a collaborative manner to improve the sustainability of events generally.

CC14.4b

To give a sense of scale of this engagement, please give the number of suppliers with whom you are engaging and the proportion of your total spend that they represent

Type of engagement	Number of suppliers	% of total spend (direct and indirect)	Impact of engagement
Active engagement	200	1%	The company is currently averaging an 86.5% download rate for its mobile application for events. The industry average is 60%. In 2017 the company has identified 21 events that will use the mobile app and have seen a 145% increase in every metric category over the past three years (# of Logged-In Users, # of Downloads, # of Session Views, # of Banner Taps, # Org Views, etc.). Generated a cost savings of over $63,000 in 2016 with the newly adopted Live Polling feature. The cost savings is attributed to the sustainability of not having to print resources and having to incur the external expense of renting Automated Response Systems.

CC14.4c

Please explain why you do not engage with any elements of your value chain on GHG emissions and climate change strategies, and any plans you have to develop an engagement strategy in the future

Further Information

The spend on mobile apps for events is between 1-2% of the company's total event spend per year. The 1% noted here is simply an average. We do not have an exact count of suppliers we engage with over the course of a year on environmental impact, but the number is at least 200.

Module: Sign Off

Page: CC15. Sign Off

CC15.1

Please provide the following information for the person that has signed off (approved) your CDP climate change response

Name	Job title	Corresponding job category
Nancy Rogers	SVP, Corporate Responsibility	Environment/Sustainability manager

Further Information

CDP 2017 Climate Change 2017 Information Request