



**CORPORATE  
SUSTAINABILITY  
REPORT | 2021**

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*Note: The photos in this Corporate Sustainability Report are from events that took place prior to the beginning of the pandemic.*

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# LETTER FROM OUR CEO

I am pleased to present this year's Corporate Sustainability Report (CSR) and take this opportunity to affirm our commitment to implementing strong environmental, social, and governance practices.

As I write this, we are 20 months into the global COVID-19 pandemic, and it would be an understatement to say that our professional and personal lives have been dramatically impacted. Like other companies, we placed a premium on employee health and safety, and have made significant changes to how we work. Despite the challenges posed by COVID-19, we remain steadfast in our commitment to serve middle-income households throughout North America and help create financially independent families. We serve our clients through a network of more than 130,000 independent life insurance-licensed representatives dedicated to making a real difference in their communities.

By placing the well-being of our clients, the sales force, our employees and their families at the heart of our mission, we firmly believe all stakeholders will be rewarded. By adopting sound, sustainable business practices, we continue to build trust and enhance our reputation in the communities we serve.

We intend for our CSR to provide our stakeholders with valuable information in a format that is easy to understand. To help investors navigate relevant information and reports, we redesigned the Corporate Sustainability page of our Investor Relations website. We invite you to visit the site at <https://investors.primerica.com>.

Over the past several years, we have embarked on a plan to improve and enhance our disclosure of the ESG-related aspects of our business, and I'm pleased to note that we continue to be recognized for our efforts. In 2021, we were again named to *Forbes'* list of "Best Employers for Women." Also, Primerica was again named to the Bloomberg Gender-Equality Index (GEI) in 2021, which tracks the financial performance of public companies committed to supporting gender equality through policy development, representation, and transparency. Our company also was named by *Forbes* as one of America's Best Insurance Companies for 2022, ranking 6th among 25 companies included in the Term Life Insurance category. For the eighth year in a row, we were named to the *Atlanta Journal-Constitution's* Top Workplaces listing, and for the first time, Primerica was included in the list of Top Workplaces-USA.

I want to thank our stakeholders for your continued interest in Primerica and for supporting our efforts as we endeavor to do what's right for our stockholders, our clients, the sales force, our employees, and the thousands of communities in which we live and work.



Sincerely,

A handwritten signature in black ink that reads "Glenn J. Williams". The signature is fluid and cursive, written on a light gray background.

Glenn J. Williams  
CEO

# ABOUT PRIMERICA

Primerica, Inc., headquartered in Duluth, GA, is a leading provider of financial services to middle-income households in the United States and Canada. Over 130,000 licensed independent contractor representatives educate Primerica clients about how to better prepare for a more secure financial future by assessing their needs and providing appropriate solutions. They do this through term life insurance, which we underwrite, and mutual funds, annuities, managed investments and other financial products, which we distribute primarily on behalf of third parties. We insured over 5.5 million lives and had approximately 2.65 million client investment accounts at December 31, 2020. Primerica, through its insurance company subsidiaries, was the #2 issuer of Term Life insurance coverage in North America in 2020. Primerica stock is included in the S&P MidCap 400 and the Russell 1000 stock indices and is traded on The New York Stock Exchange under the symbol "PRI."



## **Caution Regarding Forward-Looking Statements**

This report may contain forward-looking statements and information. Additional information on factors that could cause results to differ materially from those projected in this report is available in the Company's Annual Report on Form 10-K for the year ended December 31, 2020, as may be updated by any subsequent Quarterly Reports on Form 10-Q, and the press release furnished with our Form 8-K dated July 1, 2021, available in the "Investor Relations" section of Primerica's website at <https://investors.primerica.com>.

## **Non-GAAP Measures**

In addition to reporting financial results in accordance with U.S. generally accepted accounting principles ("GAAP"), Primerica presents certain non-GAAP financial measures in this report. Primerica's definitions of non-GAAP measures may differ from other companies' definitions. More detailed financial information, including reconciliations of GAAP to non-GAAP financial measures, are available in the Company's quarterly Financial Supplement located at <https://investors.primerica.com>. This report also includes non-audited measures, such as workforce data, diversity-related sales force data and environmental information, that enhance investors' understanding of Primerica's ESG impact. Such non-GAAP measures are intended to provide a different type of information that is not covered by our financial statements.



# ENABLING ACCESS FOR UNDERSERVED MARKETS

For more than 40 years, our core business model has centered on enabling access to financial information, products, and services for traditionally underserved markets throughout North America. Every day, we help middle-income families make informed financial decisions and we provide them with a strategy and means to gain financial independence. Our commitment to serving our clients is unwavering and defines who we are as a company. The products we provide – primarily term life insurance and a range of investment and savings products – help meet critical needs and put families on the path toward financial security.

## MIDDLE-INCOME CLIENT FOCUS

Our clients typically have household incomes between \$30,000 to \$100,000, which represents almost 50% of households in the U.S. according to the 2019 U.S. Census Bureau Current Population Survey. These families have been underserved by the financial industry and, as a result, they have significant unmet financial needs including:

- *Many have inadequate or no life insurance coverage.* Individual life insurance sales in the United States declined from 12.5 million policy sales in 1975 to 9.4 million policy sales in 2019, according to the Life Insurance Marketing and Research Association International, Inc. (LIMRA).<sup>1</sup> An insurance industry report from Swiss Re Institute notes that families in

the U.S. need approximately \$25 trillion of additional life insurance to be properly protected.<sup>2</sup> The only insurance that Primerica has sold since our inception is term life insurance. We firmly believe term life insurance offers the best life income protection for our clients because it provides a higher level of coverage at a lower cost than whole life insurance. The average face amount of a Primerica term life policy is \$240,600 (as of December 31, 2020). Given the limited incomes and tight budgets of some middle-income families, Primerica also offers life insurance policies with coverage amounts as low as \$15,000 and premium payments as low as \$15 per month. We believe a significant portion of our life insurance policies are issued to families who previously had been uninsured.

<sup>1</sup> LIMRA, "U.S. Individual Life Insurance Yearbook," September 24, 2019 <sup>2</sup> Swiss Re Institute, "Life Underinsurance in the U.S.," September 2018

- *Many need help saving for retirement and other personal goals.* These families often lack meaningful savings and investments. According to 2019 data from the National Institute on Retirement Security, 59% of working-age people in America don't have any money in a retirement account—whether an employer-sponsored 401(k) or an IRA—and aren't covered by defined-benefit pensions.<sup>3</sup> We develop personalized savings programs for our clients using our proprietary Financial Needs Analysis tool (which we refer to as an FNA), suitability screening, as well as specialized tools. Primerica offers a wide range of mutual funds, annuities, managed investments and segregated fund products through leading third-party providers in the industry. We allow our clients to establish monthly contributions to investment savings plans with as little as \$25 per month. Because the Company is not a bank and does not have regulatory authority to make loans, Primerica is unable to participate in microfinance.
- *Many need to reduce their debt.* Many of these families have numerous debt obligations from credit cards, auto loans, student loans, and home mortgages. We help our clients address these financial burdens by providing personalized and client-driven debt resolution techniques.
- *Many prefer to meet face-to-face when considering financial products.* Historically, many middle-income consumers have indicated a preference to meet face-to-face when considering financial products or services. As such, we have designed

our business model to address this preference in a cost-effective manner through our network of more than 130,000 life insurance-licensed independent sales representatives. In order to maintain safe social distancing and other health and safety measures during the COVID-19 pandemic, beginning in March 2020 and continuing throughout 2021, our independent contractor sales force transitioned seamlessly from in-person meetings with potential clients to also offering meetings conducted via Zoom and other digital meeting technology.

### PROMOTING FINANCIAL KNOWLEDGE

When clients are empowered to make informed decisions, they can move toward a better future. In turn, this success positively affects their households and the communities around them. Our HOW MONEY WORKS™ publication is a key part of Primerica's continuing commitment to providing financial education and is available free to anyone upon request. Our independent sales representatives work directly with Primerica's clients in one-on-one, personal interactions. It's an informal, consultative approach that occurs at the time and place of the client's choosing, often at the client's kitchen table. The sales process is dependent on assuring that our clients understand the basics of sound fiscal management. Primerica's representatives use the FNA to help clients gain a clear picture of their overall financial health, highlighting strengths and areas of improvement. Our representatives will then recommend financial products and services to help meet the unique needs of each client.

<sup>3</sup> National Institute on Retirement Security, "Retirement in America: Out of Reach for Most Americans?" September 20, 2018



Promoting financial knowledge extends beyond the work we do with our clients. The Primerica Foundation provides funding for programs and initiatives that promote financial literacy such as the Junior Achievement Economic Empowerment Initiative, the Georgia Consortium for Personal Financial Literacy, and the Georgia Council on Economic Education. Additional information about The Primerica Foundation and Primerica's community involvement may be found later in this report.

Additionally, our distribution model is designed to provide an entrepreneurial business opportunity for individuals to supplement their income by offering an opportunity to become an independent sales representative and distribute financial products on a part-time basis without leaving their current jobs. Representatives who are already life-insurance licensed pay nothing to join our business. For new representatives who are unlicensed, a nominal up-front fee provides them with everything they need to get licensed, including examination fees and access to comprehensive pre-licensing classes. As a result, we allow representatives to obtain their life insurance licenses at a much lower cost than what they would face on their own. Our unique compensation structure, technology, sales support, and back-office processing are designed to enable our sales representatives to successfully grow their businesses and help more families become financially independent.

### RESPONSIBLE PRODUCT OFFERINGS

Primerica is committed to providing the right products for the middle-income market: products that are simple to understand yet suitable for the needs of this critical

population. We regularly review our product mix to ensure that we're offering our clients the opportunity to invest in responsible products and services. As part of our review, we monitor the social impact and risks of our current products offerings, and we make enhancements when necessary. Our managed accounts platform includes several ESG-related investment options, including:

- Dana ESG/SRI Equity Strategy, which invests in 50 to 55 stocks that have been screened using Dana's 20+ investment process on ESG and Socially Responsible factors;
- Dana Catholic Equity Strategy, which invests in 50 to 55 stocks and follows the U.S. Conference of Bishops investment guidelines on social responsibility and environmental governance issues; Dana ESG Conservative Growth Strategy, Dana ESG Growth Strategy, and Dana ESG Moderate Growth Strategy, each of which invests in ESG equity and ESG fixed income mutual funds screened and monitored using Dana's investment process on ESG factors;
- Sage ESG Global Strategy, which invests in 15 to 20 Exchange Traded Funds (ETFs) that have been screened using Sage's Environment, Social, and Governance factor process;
- Sage ESG Core Plus Fixed Income Strategy, which invests in 7 to 8 Bond ETFs are screened using Sage's Environment, Social and Governance factor process; and
- Sage ESG Asset Allocation Conservative and Sage ESG Asset Allocation Growth, each of which invests in a number of equity and bond ETFs are screened using Sage's ESG factor process.



The United States is experiencing the greatest retirement surge in its history, with more Baby Boomers retiring in 2020 than in any year prior.<sup>1,2</sup> Here are some all too

In regard to life insurance, we only offer Term Life insurance because it provides our clients with significant death benefit coverage at an affordable premium. Our commitment to responsibility extends to our Term Life underwriting: as an incentive to encourage our clients and employees to adopt a healthier lifestyle, we provide lower premium rates to non-tobacco users. Further, during the COVID-19 pandemic, Primerica did not modify our underwriting guidelines or make other changes to our life insurance policy standards as was done by others in the industry.

## **RESPONSIBLE INVESTMENT POLICIES AND PRACTICES**

At Primerica, we believe that ESG practices can affect portfolio performance and are necessary considerations for responsible investing. We have established an Investment Committee composed of members of our senior management team that is responsible for establishing and maintaining our investment guidelines and supervising our investment activity.

We follow a conservative investment strategy designed to emphasize the preservation of our investment assets and provide adequate liquidity for the prompt payment of claims. As of December 31, 2020, approximately 98% of our investments were held in fixed income instruments, as confirmed in Note 4 (Investments) to our consolidated financial statements for the year ended December 31, 2020 and Management's Discussion and Analysis of Financial Condition and Results of Operations contained in our 2020 Annual Report.

We use a third-party investment advisor (Conning Inc., Goodwin Capital Advisers Inc. and Conning Asset Management Limited and collectively "Conning") to assist in the management of our investing activities. We expect our third-party advisor to consider all relevant investment risk, including those related to environmental, social, and corporate governance issues. We recognize the importance of active ownership, and our third-party investment advisor agreement requires Conning to vote all proxies on our behalf and in accordance with our investment guidelines.

Conning has adopted a Responsible Investment Policy, and has been a signatory to the U.N. Principles for Responsible Investment since 2012. Conning maintains an ESG Steering Committee in order to provide guidance and monitor implementation of responsible investing

and ESG initiatives. Steering Committee membership consists of senior members of Conning spanning diverse functions including portfolio management, research, legal and risk management, as well as multiple geographies of the U.S., Europe, and Asia.

Our Investment Committee is responsible for managing investment portfolio risk. The Committee has direct oversight over our investment advisor. Our Treasury function receives portfolio credit reports from Conning as needed to review specific issuers, which include ESG risk analysis for relevant corporate issuers.

Conning engages regularly with senior management of companies on ESG factors and considers these in the investment recommendations they provide to our Investment Committee. Material ESG risk factors are integrated into the target rating and outlook for issuers to derive a holistic understanding of creditworthiness.

Read more about how our investment advisor is incorporating ESG into their investment decisions:

- ESG: Moving from Confusion to Clarity
- Transition Risk: Portfolio Considerations Amid Increasing Carbon-Emission Controls and Climate-Related Regulations
- ESG: AIs Make Us Smarter

## **RESPONSIBLE INVESTMENT PRODUCTS**

We recognize that making socially responsible and sustainable investment decisions are important to some of our clients. At June 30, 2021, our brokerage clients had access to approximately 532 funds offered by nine mutual fund companies. Of those, 91 (17%) had a Morningstar Sustainability Rating of "high" or "above average." See "Responsible Product Offerings" on page 8 of this report.

Further, our managed account clients, through our Lifetime Advisory Platform, have access to a variety of fixed income and global equity investment strategies offered by two independent investment management firms that fully incorporate ESG factors into the analysis, selection, portfolio construction, and management of investments. Both independent investment management firms are signatories to the U.N. Principles for Responsible Investment and apply ESG factors that map to the United Nations Sustainable Development Goals.



## DOING WHAT'S RIGHT FOR OUR CLIENTS

The trust of our clients and our reputation are of paramount importance to Primerica. We believe in doing what is right for the client, and we have a proud history of doing just that. We educate our clients, we put their interests first, and we support them in making informed decisions.

Our commitment to upholding the highest ethical standards in the way we develop, market, refer, and/or sell products is confirmed in our policies and procedures for our employees and representatives.

Below are some actions we take to protect our clients.

- We provide regular compliance training across product lines and, in the case of sales representatives, we require regular compliance training for most products the representative offers.
- Our Insurance and Securities Compliance Manuals provide representatives with detailed information regarding the legal, regulatory, and ethical standards that govern our life insurance and investments businesses. The manuals also include information regarding complaints awareness and handling.

- Employees and sales representatives receive periodic compliance communications regarding new compliance developments and business issues of relevance to ethical standards.
- Our Compliance Department regularly runs surveillance reports designed to monitor the activity of the sales force and often investigates activities flagged during these reviews or during periodic inspections.
- Our Field Audit Department regularly conducts audits of sales representative offices. Any compliance deficiencies noted in the audit must be corrected, and we carefully monitor all corrective action.

As part of our continual effort to maintain the trust of our clients, and as we work to enhance our overall awareness of customer satisfaction, we invite clients to complete a series of questions about their experience with Primerica after the completion of any sales process.

Managerial responsibility for compliance with ethical standards in the marketing, referring, and selling of products sits ultimately with the Chief Marketing Officer with support from the Chief Compliance and Risk Officer and General Counsel.



# VALUING HUMAN CAPITAL

**At Primerica, we take seriously our responsibility to protect and promote human rights and act with due diligence to avoid negatively impacting others and address any issues in this critical area as they occur. We work to foster a safe, inclusive, and respectful workplace, and appreciate the fundamental rights of our employees, including equal opportunity for everyone, a safe and healthy workplace, freedom from discrimination, and freedom from child labor.**

We strive to create a workplace that offers our employees a wide range of opportunities to learn, grow and thrive in their careers while also fostering an engaging environment fueled by collaboration and inclusion. To that end, we've deepened our engagement with employees by listening to their feedback, and we're investing in their well-being so that they can help us deliver successful business outcomes, superior customer service, and value for all stakeholders. Human capital investment at Primerica has never been stronger. Our employees and our independent sales force serve as the foundation of our success and engaging and empowering them is essential if we are to fulfill our mission of enabling families to live financially independent lives. Over the past two years, we've increased our focus on diversity, equality, and inclusion and have worked to collaborate both within our employee base and sales force to be more intentional on educating, engaging, and managing our businesses in a way that demonstrates our commitment

to growing in this space. In 2021, in addition to highlighting numerous culturally focused holidays through employee engagement activities, we also adopted a floating holiday for all employees to celebrate and commemorate holidays of important cultural significance to them. In 2022, we will be launching a multi-phased diversity training experience in addition to employee resource groups that will allow Primerica teammates to build upon an inclusive workplace. For more information about our efforts in this important area, see "Diversity, Equality and Inclusion (DEI)" on page 15 of this report.

## **CREATING AN ENVIRONMENT WHERE EMPLOYEES THRIVE**

With over 2,200 employees throughout North America that support more than 130,000 life insurance-licensed sales representatives, solid human capital management practices are central to our success. We believe a more engaged workforce will be more productive and



passionate in delivering on our mission of helping middle-income families achieve lifetime financial security. We also understand that the health and safety of our employees is of paramount importance, and we strive to provide comprehensive health and other benefits to enable our employees to live healthier, more fulfilling lives.

We work to ensure that our employees understand our strategic direction and corporate goals as well as recognize their role in achieving our success. A variety of communications tools is used to ensure that everyone stays well-informed, including quarterly officer meetings, frequent video messages to all employees from our CEO, annual employee town hall meetings, company-wide email and text blasts, and television monitors in all breakrooms displaying critical Company and employee information. Throughout the COVID-19 pandemic, our CEO has been providing frequent video messages to all employees with information about how the Company is responding to the crisis and plans for the employee workforce.

As discussed below, we help employees reach their full potential as both individuals and professionals by providing them with opportunities to sharpen their skills, embrace new challenges, and advance their professional and personal growth. These efforts all take place in an environment that respects and rewards individual and team achievement and provides employees with the tools they need to be successful. In 2019, the Company supported employees in their initiative to create a monthly lunch support group for parents of children with special needs.

## SUPPORTING EMPLOYEE HEALTH AND WELLNESS

To help ensure the health and vitality of our employees, we strive to provide them with a comprehensive benefits package that offers an assortment of individual and family health care options, such as free flu shots at all employee locations, tobacco cessation programs, telemedicine, and on-site healthcare including mammograms.

Our commitment to enhancing the lives of our employees extends beyond traditional corporate health and wellness benefits. For example, Primerica includes pregnancy in our Short-Term Disability Policy, which provides up to 26 weeks of income benefits. Primerica also offers four weeks of gender-neutral paid parental leave for our employees to spend important time with a new child after birth or adoption, which extends to the birth and non-birth parent.

We continually review our benefits package in order to ensure that our employees have access to a broad array of health services. For instance, beginning in 2021, we partnered with a Medicare resource to provide education and guidance to employees and their family regarding the complexity of Medicare and the coordination of our group medical coverage to make informed decisions about their options. In 2022, employees will have access to top vision and dental carriers and an additional dental insurance option. Also new in 2022, employees will have access to a medical concierge, virtual primary care and higher clinical programs, including kidney support and oncology support programs. All of these programs were designed with the goal of offering more support and more choice while having a minimal cost impact and, in many cases, a cost savings to the employee.

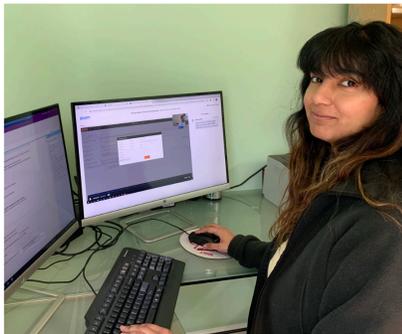
In 2020, Primerica introduced a program that offers covered employees' access to 2nd.MD at no cost. With 2nd.MD, members can connect with board-certified, expert doctors for a second opinion regarding a new or existing diagnosis, treatment plan, surgery, medications or treatment for a chronic condition.

The Company has partnered with Livongo, an innovative health benefit that makes it easier for employees (and their covered family members) to live with diabetes. Livongo provides a connected meter that automatically uploads blood glucose readings to a participant's private account and gives instant insights, unlimited testing strips, and one-on-one coaching, all at no cost to the employee and dependents. Initial employee participation in this new program has been strong as it is expected to make it easier for participants to manage their diabetes.

Primerica offers our employees and their eligible family members a robust Employee Assistance Program (EAP). Our EAP provides confidential consulting services for personal and/or work-related issues, including well-being, stress, productivity, depression, anxiety, family matters, substance abuse, and financial difficulties. Additionally, we offer a Work Life Program as a resource and referral service, to help employees find practical solutions to help with issues such as childcare, adult care, education, adoption, moving, home repairs, wellness, and more. We also provide employees with Teladoc, an innovative service that provides quality care for non-emergency health issues through phone or video consults. In 2020, we extended our Teladoc services to include behavioral health.

Through our partnership with Cigna, we have a pre-disability program to help at-risk employees stay healthy and productive at work. Cigna has vocational coaches who work with the employee and appropriate medical provider to deliver individualized ergonomic assessments and recommend workstation adjustments. As a result, employees have received equipment such as ergonomic chairs, keyboards, and sit-to-stand desks.

To help families deal with the medical impact of the COVID-19 pandemic, the U.S. government passed The Family First Coronavirus Response Act, which provides sick leave benefits under certain circumstances for employees of companies with fewer than 500 workers. Despite the fact that Primerica would have been exempted from coverage under the Act because we have more than 500 employees, we created our own Special Paid Sick Leave Policy that provides additional sick leave benefits in addition to our pre-existing policies regarding planned and unplanned time off and short-term disability benefits. Launched in 2020, this policy covers our employees and their dependents and remains in place through the end of 2021. Most Primerica employees were authorized to telework and be paid at their regular pay rate under our new Working from Home Policy, which was created as a direct response to COVID-19. Teleworkers as well as covered employees who were unable to work due to personal situations as a result of COVID-19 were entitled to up to 160 hours of special sick leave (150 hours for employees in Canada) paid at two-thirds of their regular pay.



Over the past 19 months, we utilized a successful COVID-19 tracking protocol in an effort to support those who may have been exposed to or infected by COVID-19 and to keep our work environment free from a COVID-19 event. In addition to moving the vast majority of our employees to remote work, we developed a four-stage plan to repopulate our facilities as the risk of the pandemic declines, which will gradually move most of our employees from a remote-working arrangement to in-office working in the first quarter of 2022.

In an effort to safely manage our business in this unprecedented pandemic environment while also balancing emerging trends of a global workforce, we have created work options that will allow employees a variety of work environments as we repopulate our offices. The workplace options include returning to work full-time in the office, working full-time remotely if job duties permit, and a hybrid approach that combines both in-office and remote days during a workweek. Our goal is to repopulate slowly and safely while also addressing emerging job trends that many organizations are facing today.

Health and safety remain our top priority as we move to repopulate our offices. As of December 2021, employees and visitors are required to confirm their health status by showing evidence of vaccination or providing negative COVID-19 test results to enter any Primerica facility. We continue to closely monitor the evolving recommendation from the Centers for Disease Control and Prevention and other relevant agencies given the rapidly changing nature of the recent pandemic.

For those employees who have come into the office or any Primerica facility during 2020 and 2021, many adjustments were made to ensure we maintain a clean, safe and comfortable working environment, including:

- Requiring health self-checks prior to entering any Primerica facility;
- Social distancing, including lower capacity limits in conference rooms, café tables and elevators, one-directional stairways, and facilities closed to visitors. Six feet markers and instructional posters are displayed in common areas;
- Requiring masks (provided by Primerica) when entering the building and in all areas of the workspace, except personal office or cubicles and not within 6 feet of someone else;
- Making gloves, disinfecting wipes and temperature checks available to all onsite employees;
- Providing additional daily cleanings of corporate facilities plus a deep cleaning of all personal workspaces; and
- Applying Nanoseptic, a self-cleaning surface product, door handles, push bars, push pads, elevator buttons and other common touch points.



## FINANCIAL WELL-BEING

As part of our standard benefits package, we provide our employees with an award-winning 401(k) retirement savings plan with a generous company match. We auto-enroll new employees into our 401(k) plan to ensure that they will fully benefit from the company match, and our employee participation rate for 2020 was 92%. On average, our participants' fees are 49% less than our peer group.

We strive to keep employee medical premiums increases below market. For 2021 most employees' premiums remained unchanged, and we anticipate only a nominal increase in 2022. To provide support to our employees seeking degree programs and certifications, our employee college tuition reimbursement policy covers up to \$5,250, which is the maximum allowable before it becomes taxable income for our employees. We also provide a student loan assistance program.

The Company also offers a dependent care spending account to all employees. Under this program, employees are able to contribute pre-tax money to cover dependent daycare services that are required in order for the employee (and spouse, if applicable) to work.

At our corporate headquarters, the Company subsidizes a cafeteria that's open to all employees and visitors. This employee benefit has proven to be quite popular, and it serves a business purpose by helping to foster cross-departmental relationships and enhance productivity. We also offer a "micro market" that provides an assortment of nutritious snacks and beverages to employees. The micro market is self-serve, self-pay, and always open.

## FLEXIBLE WORK OPTIONS

Primerica believes that it's important to have an adaptable work environment in order to accommodate special circumstances that might arise. In the face of the COVID-19 pandemic, Primerica was able to quickly move more than 90% of our employees to remote "work-from-home" situations, while continuing to effectively serve our clients. The vast majority of our employees continued to work from home through the date of this report.

While the pandemic offered a unique opportunity for remote work, we realize that our employees often find themselves dealing with family or health-related issues that can temporarily prevent them from coming into our offices to do their work. As such, we offer our employees flextime and work-from-home opportunities in order for them to continue to be productive in their work roles while managing through personal circumstances.



## ATTRACTING AND CULTIVATING TALENT

Primerica's continued success requires a high-performing team. In order to help actively develop new pools of talent, we have implemented several initiatives. Individual business units have partnered with education institutions to offer internships to students and recent graduates, who have an opportunity to get to know the company better and work on projects with real business applications. In addition, we have developed two specialized employee programs to facilitate managerial and leadership training.

Our Talent Development Program, established in 2015, brings together a select group of high potential employees for a year of opportunities that include special development goals, private sessions with executive management, and leadership training through the University of Georgia. In 2018, we established a Strategic Advisory Team composed of a small group of individuals who meet monthly throughout a one-year period. This program will be transitioned in 2022 to an Executive Development Program with a focus on both personal and professional leadership development for high-potential talent identified through our succession planning process. We believe it is important to develop personal action plans that will allow our emerging leaders to grow their skills for future roles in the organization. In addition to the personal development component, the enhanced program will continue to (1) expose participants to the corporate strategic plan and teach them to think strategically, (2) bring in new ideas from a diverse and talented group and (3) foster and deepen relationships across the Company.

Primerica's plans to launch "Primerica Excellence," a day-long event for 20 employees, was put on hold due to the COVID-19 pandemic, but the program is expected to commence with an in-person event in 2022. Participants will not only learn about various aspects of the Company

and engage with senior management, but they will also have an opportunity to engage in a personal leadership development exercise.

## TRAINING AND PERSONAL DEVELOPMENT

All employees undertake annual performance assessment and development reviews. All leaders at Assistant Vice President level and above also receive an additional mid-year review. This process helps to hold each of our employees accountable for their contribution and everyday behaviors, aligns personal goals with organizational goals, helps to strengthen our culture, and enables us to deliver on our mission to help middle-income families make informed financial decisions.

Primerica's Learning Center provides quality learning and development options for our employees. The Learning Center maintains a well-stocked professional development program - including online, self-directed classes as well as instructor-led classes on topics such as MS Office, personal and managerial leadership development, and providing exceptional customer service.

We also offer a wide range of special programs and events for employees including Lunch & Learns topics such as identity theft protection, personal safety and women's self-defense, and family caregiving. We also provide health and lifestyle improvement classes such as yoga, healthy eating, and stress management.

## DIVERSITY, EQUALITY AND INCLUSION (DEI)

Diversity and equality are very important to Primerica. We strive to build an inclusive working environment where people feel accepted, where their ideas are welcomed and they are treated equally, and where they can make a positive impact on our business and in the community. The vast majority of our employees work at the Company's headquarters in suburban Atlanta, and our workforce reflects the diversity found in the local market. As part of the hiring process, Human Resources reviews the slate of candidates for professional and managerial level positions to monitor the diversity of the candidate pool. At Primerica, we respect and appreciate all individuals and embrace both our differences and similarities.

The Corporate Governance Committee of our Board of Directors has responsibility for oversight of our diversity, equality, and inclusion commitments and initiatives. Our Chief Administrative Officer is responsible for the development and implementation of our DEI strategy.

Identifying, developing, and mentoring diverse talent, while also ensuring our people-related policies and practices allow all employees to thrive at Primerica, is at the center of our DEI efforts. We are working to empower and incentivize our senior leaders to engage with this strategy. In 2021, we established a new diversity goal for all leaders at the Assistant Vice President level and above: “Promote Primerica’s DEI strategy by supporting DEI initiatives as they are introduced and actively creating a productive and inclusive work environment with my team and colleagues.” This goal will be part of the annual performance assessment process for all relevant employees.

To support this goal, and to further advance our DEI agenda, we introduced several new initiatives in 2021, including:

- Mandatory DEI training for all employees. The program was established in 2021 and will be fully rolled out during 2022;
- Expansion of our Juneteenth holiday to become a floating holiday for employees to observe any personal milestone/celebration - this was introduced in response to direct employee feedback;
- Enhancement of our employee engagement and diversity education strategy to include multiple ethnic commemorative celebrations throughout the year as well as the launch of Employee Resource Groups (ERGs) that will be formed with members of leadership serving as executive sponsors; and
- An expanded gender and ethnicity pay gap review, supported by an expert third-party advisor.

Primerica is using the talent programs described earlier in this report to develop a pipeline of diverse talent. During 2021, 24% of the combined participants in the Strategic Advisory Team and Talent Development Program were racially diverse, and 55% were women. While we continue to strive for improvements in gender equity, we are proud of our track record in this area. Approximately 63% of our employees are female, and women hold over 46% of the



positions at or above the Vice President level as of December 31, 2020. See “Workforce Data” in Appendix A for more information on women in our workforce. The chart below details various gender-based pay metrics.

In recognition of our efforts, in 2021, Primerica was again named to *Forbes*’ list of America’s Best Employers for Women. Recipients of this honor are chosen based on an independent survey of U.S. employees nationwide and on a review of publicly available company information. Primerica ranked in the top 25 of only 300 companies receiving this honor in 2020. Primerica was named to the prestigious listing in 2019.

In 2021 and 2020, Primerica was named to the Bloomberg Gender-Equality Index (GEI), which tracks the financial performance of public companies committed to supporting gender equality through policy development, representation, and transparency. The GEI measures gender equality across five pillars: female leadership and talent pipeline, equal pay and gender pay parity, inclusive culture, sexual harassment policies, and pro-women brand. The firms included in this year’s index scored at or above

|  | 2020 | 2019 | 2018 |
|--|------|------|------|
| Proportion of the top pay quartile composed of women <sup>4</sup>          | 46%  | 47%  | 48%  |
| Proportion of the upper middle pay quartile composed of women <sup>4</sup> | 60%  | 59%  | 58%  |
| Proportion of the lower middle pay quartile composed of women <sup>4</sup> | 70%  | 72%  | 76%  |
| Proportion of the lower pay quartile composed of women <sup>4</sup>        | 78%  | 77%  | 78%  |
| Global mean (average) raw gender gap                                       | 39%  | 37%  | 37%  |

<sup>4</sup> Quartiles are determined by aligning all global employees’ compensation from highest to lowest then dividing the list into four equal cuts. The highest compensated is the top quartile, followed by upper-middle quartile, lower-middle quartile, and lower quartile, respectively. Compensation includes base salary, bonus, stock, and any other monetary benefit(s).

a global threshold established by Bloomberg to reflect a high level of disclosure and overall performance across the framework's five pillars. Primerica was one of only 325 companies across 42 countries to be included in the GEI.

Primerica fosters a work environment in which diversity, equality and inclusion are embraced, employment-related decisions are not discriminatory or retaliatory, and employees treat each other with mutual respect and dignity. The Company's Equal Employment Opportunity and Anti-Harassment Policy may be accessed via the following link: <http://bit.ly/2k6zn06>, and employees are regularly trained on the requirements of the policy. The Company's Board of Directors (the Board) has delegated to the Corporate Governance Committee responsibility for overseeing management's implementation of the policy.

Our entrepreneurial business opportunity has broad appeal. As a result, the sales force spans racial, gender, and ethnic classifications and includes adults of all ages. Advancement within our sales force has always been based solely on performance, which fosters equality within its diverse ranks. Primerica's sales force utilizes strategic market groups to encourage professional and personal growth and development, including Women in Primerica, the African American Leadership Council, and the Hispanic American Leadership Council. These groups provide opportunities for networking and mentorship, sales and business management training, and deep learning opportunities customized for these respective market segments. At the end of 2020, Primerica had over 5,500 Regional Vice Presidents (RVPs) – independent contractors who devote their full-time attention to their businesses and have offices to support their organizations. In addition, of over 400,000 recruits and 48,000 new life licensed agents in 2020, 60% and 63% respectively, were women. As of June 30, 2021, 33% of RVPs were women, 21% were African American, and 15% were Hispanic. Approximately 42% of the life-licensed sales force are Millennials, Gen Z representation is growing, and we have created programs designed to help ensure the success of these dynamic generations.

We also have a strong culture of celebrating successes across our Company through extensive recognition programs. Motivating our independent sales representatives is critical to achieving our corporate goals, and it helps ensure consistency of performance and encourages our sales representatives to boldly move forward with growing their businesses.

## SATISFIED EMPLOYEES AND SALES FORCE MEMBERS

In order to monitor our progress and gauge employee satisfaction, we conduct annual employee surveys and provide detailed results to department heads and managers as well as to the Board. Adjustments to policies, programs, and benefits package are made based on this feedback, as needed.

Each year, the Company holds a series of town hall meetings at our U.S. headquarters in Duluth, GA and at our Canadian head office in Mississauga, Ontario. Our CEO and President jointly lead the meetings and provide updates on the Company's performance and strategic direction, as well as information on benefits enhancements, policy changes, and other workplace topics. The meetings always end with a lively question and answer segment, and employees are encouraged to raise issues of concern and offer suggestions for improvement. Employees are also provided the opportunity to submit questions and suggestions in advance. Following the meeting, we make available on our corporate intranet a closed-captioned video



replay of a town hall meeting and we distribute company-wide a summary of the suggestions along with the resulting changes. Through attendance or viewing of the town hall meetings or participation in providing suggestions or reviewing the results, these meetings touch nearly all of our employees.



IN 2021, PRIMERICA WAS NAMED TO THE LIST OF  
TOP WORKPLACES - USA FOR THE FIRST TIME.



Some examples of changes coming out of our town hall meetings include:

- Launching a “summer casual” dress code to run from Memorial Day until Labor Day (which was subsequently made permanent);
- Increasing the number of employees eligible to participate in LOMA life insurance education courses (LOMA is an international trade association for the insurance and financial services industry);
- Coordinating the timing of employee merit increases with cost increases to healthcare benefits;
- Providing “sit-to-stand” desks for employees to purchase at a discounted rate that are paid for through direct payroll deductions;
- Installing an always open “micro market” to provide an assortment of nutritious snacks and beverages to employees; and
- Establishing a quarterly “Breakfasts with the CEO” program that we expect to resume once we complete repopulation of the buildings.

Our employee tenure and retention rates speak volumes for the work environment and culture that we have created over the past 44 years. Our Operating Team – composed of Primerica’s top corporate leaders – averages approximately 22 years with Primerica, and we have

many employees who have spent their entire careers here. Equally important, in 2020 our employee retention rate was approximately 90%, which is slightly above the national average according to the Society for Human Resources Management.

As a result of our comprehensive efforts, Primerica has been named a “Top Workplace” by the Atlanta Journal-Constitution for eight consecutive years from 2014 to 2021. In 2021, we ranked 7th out of 19 companies in the “large companies” category (500+ employees). This Top Workplace recognition is based on an annual employee survey sponsored by the state’s flagship newspaper. The 2021 survey yielded nearly 2,000 confidential comments from our employees, the overwhelming majority of which were positive, and over half of Primerica’s employees participated in the survey. Equally important, in 2021, Primerica was named to the list of Top Workplaces - USA for the first time.

We also see lengthy tenure among many senior field leaders, several of whom have been with Primerica since its inception. As of June 30, 2021, nearly 30,000 of our independent sales representatives had been with the Company for more than 10 years, and over 12,600 of them had been with Primerica for more than 20 years. This continuity of sales force leadership is critical because these leaders help ensure that representatives understand Primerica’s goals, and that we’re all working together to meet the needs of our clients and drive business growth.

#### **SUPPORTING THE SALES FORCE**

We maintain a robust culture of recognition and celebration of success, and we provide a wide-reaching support system designed to enable members of our sales force to achieve their business goals. Included among those are monthly RVP broadcasts produced internally in Primerica’s state-of-the-art production facility, weekly communications updates, as well as weekly training broadcasts to all sales representatives. We also assist sales representatives with licensing training as well as marketing and technical support.

To further our sales force diversity efforts, we have a recruiting initiative designed to attract and retain former members of the U.S. armed forces as they end their service to our country and transition into private sector careers. The program has been successful, and we are pleased to do our small part to help former military members transition into the next phase of their professional lives.



PRIMERICA EMPLOYEES PLAY A ROLE IN THE SELECTION OF SOME OF THE NON-PROFIT ORGANIZATIONS FUNDED BY OUR FOUNDATION. THROUGH THE ANNUAL EMPLOYEE CHOICE VOTE, EMPLOYEES VOTE FOR THE NON-PROFIT AGENCY OF THEIR CHOICE.



OUR CULTURE OF CARING IS REFLECTED IN THE ACTIVE EMPLOYEE PARTICIPATION IN THE PRIMERICA EMPLOYEE VOLUNTEER PROGRAM. PRIMERICA EMPLOYEES ARE ALWAYS READY TO ROLL UP THEIR SLEEVES TO HELP MAKE THEIR COMMUNITY A GREAT PLACE TO LIVE AND WORK.





# BUILDING STRONG COMMUNITIES

**Primerica is deeply committed to improving the communities in which we live and work. The financial knowledge we impart and the products we provide help to empower families to realize their financial goals. Through the resources of Primerica and The Primerica Foundation – combined with the many volunteer efforts and contributions of our employees – we provide critical support to community-based organizations and help change lives for the better.**

## PHILANTHROPIC FOCUS

Giving back is an integral part of Primerica's culture and it helps define who we are. Our commitment to the communities we serve extends to every area of the business – from the financial education we provide to our support of local residents in need. In concert with our corporate initiatives, Primerica's philanthropic focus supports programs that meet critical needs of individuals and families, and in turn, builds stronger communities. Primerica helps those in need through a combination of corporate charitable contributions, employee volunteerism, strategic community partnerships, and grant funding from The Primerica Foundation.

## THE PRIMERICA FOUNDATION

For over four decades, Primerica has served middle-income households throughout the United States and Canada. Our purpose is simple: to create financially

independent families. Primerica's corporate philanthropy supports underserved populations and helps develop self-sufficiency among low-to moderate income individuals and families. The mission statement of The Primerica Foundation guides its corporate group-wide giving strategy:

*The Primerica Foundation is committed to supporting community causes that contribute to the obtainment and preservation of self-sufficiency for the underserved and low-to moderate-income families and individuals.*

Primerica charitable and Foundation funding largely aligns with three of the United Nations Sustainable Development goals: No Poverty; Quality Education; and Other/Greater Societal Good.

Primerica's social responsibility initiatives aim to enhance employee, salesforce and stockholder value by contributing to the greater societal good. We accomplish this by supporting our local communities through



corporate charitable giving, in-kind services, employee volunteerism and grant funding from The Primerica Foundation. Since its founding in 2011, our Foundation has provided over \$9 million in grants to nonprofit organizations in our communities. Over the years, these organizations have positively impacted hundreds of thousands of people, and we are proud to be a part of those efforts.

Through October 2021, Primerica charitable and Foundation funding has already supported over 100 nonprofit organizations and positively impacted more than half a million people. Special highlights from the year include:

- HomeFirst Gwinnett – Partnered with Gwinnett County and United Way to support an assessment center for the needs of people experiencing homelessness and to open the county’s first homeless shelter;
- Junior Achievement (JA) – Supported financial literacy through JA Finance Park and as a founding partner of 3DE, a new immersive educational experience for Georgia high school students; and
- American Red Cross – Held four blood drives and donated much-needed bio-medical equipment to process blood and help save thousands of lives across the state of Georgia.

In response to the impact that the COVID-19 pandemic has had on local communities, The Primerica Foundation continued to give priority funding to support front-line organizations that are making an immediate difference. Our donations went to organizations like the Atlanta Community Food Bank, the Gwinnett Coalition for



Health and Human Services, The Salvation Army, Blessings in a Backpack and Feeding America.

Primerica employees play a role in the selection of some of the nonprofit organizations funded by our Foundation through the annual Employee Choice Grants. Employees vote for the nonprofit agency of their choice from among a vetted list of organizations, and the five organizations with the most votes each receive a \$10,000 grant.

In 2020, our Foundation was named one of the Top 25 Georgia-based company-sponsored foundations by the Atlanta Business Chronicle for the fifth consecutive year. In 2018, our Foundation received the Gwinnett County Chamber of Commerce’s D. Scott Hudgens Humanitarian Award for best exemplifying the spirit of compassion and generosity within the community. The Foundation also received the Benefactor of the Year Award from Gwinnett Technical College in recognition of funding scholarships for deserving students in 2018. In 2019, Primerica received the “Green Community Partner Award” from Gwinnett Clean and Beautiful. This award is presented annually to an outstanding community partner that demonstrates excellence in engaging members of the community to help keep Gwinnett County clean, green, and more livable.



## SUPPORTING FINANCIAL LITERACY IN VULNERABLE AND UNDERSERVED POPULATIONS

Helping families live better financial lives is a priority at Primerica. Our Foundation supports that effort in vulnerable and underserved populations by providing grant funding to non-profit organizations that offer:

- Financial literacy programs to low-to moderate- income families;
- Personal financial literacy;
- Life-skills and internship programs for underserved youth; and
- Self-sufficiency programs for underserved Veterans and families transitioning from homelessness.

The Primerica Foundation provides funding to key partners in our work to support financial literacy and self-sufficiency, including:

- Economic Empowerment Initiative (provides financial literacy and entrepreneurial education to young adults);
- Corners Outreach (uses a multi-generational approach to change generational poverty through academic support to underserved students and employment opportunities to their parents);
- Georgia Council on Economic Education (helps teachers teach economics and personal finance in public and independent schools in Georgia and prepares students for their economic roles in a global interdependent world);
- Junior Achievement of Georgia - Finance Park (an interactive simulation center for students to learn hands-on personal financial literacy); and
- Operation Hope (works to expand economic opportunity in low-income communities, offers financial education and entrepreneurship programs to stabilize communities and create financial stakeholders).

**“BY HELPING US PROVIDE QUALITY EDUCATION RESOURCES AND OPPORTUNITIES, THE PRIMERICA FOUNDATION IS SUPPORTING OUR EFFORTS TO REDUCE INEQUALITIES IN COMMUNITIES ACROSS GEORGIA. I’M PLEASED TO REPORT WE’VE SERVED MORE THAN 3,600 TEACHERS FROM 156 OF GEORGIA’S 181 PUBLIC SCHOOL SYSTEMS DURING THE PAST 16 MONTHS. THESE TEACHERS HAVE TAUGHT TENS OF THOUSANDS OF STUDENTS WHO ARE NOW BETTER PREPARED FOR THEIR ECONOMIC AND FINANCIAL FUTURES.”**

**MIKE RAYMER** | Executive Director  
Georgia Council on Economic Education

## EMPLOYEE AND SALES FORCE INVOLVEMENT

We encourage our employees and sales representatives to help make their communities better places to live and work. They are active members of their communities and are involved in local organizations including non-profit, civic, and religious organizations, local government, and youth sports activities, to name a few. Importantly, they share the Company’s interest in making a meaningful difference in the lives of others, every day.

Our culture of caring is reflected in our Employee Volunteer Program. Primerica employees are always ready to roll up their sleeves to help make a positive difference. We support their dedication to volunteerism by giving employees an extra day off each calendar year to volunteer for an organization of their choice. In addition, employees pledging at least one hour of their pay per month to the United Way or The Primerica Foundation can receive an “Angel Day,” which is a day off with pay.

Our employees generously give their time and efforts to support so many worthy causes. The pandemic has impacted some of our program participation but we plan to resume these important community programs as soon as possible.

Programs we consistently support include:

- Meals on Wheels – Many of our employees spend their lunch hour delivering meals to the homes of senior citizens to ensure that older home-bound citizens have healthy food choices;
- Salvation Army Angel Tree – For the holidays, employees provide gifts of clothing and toys for less fortunate children and senior citizens;
- Salvation Army Can-a-Thon – Employees assist Salvation Army staff with collecting and sorting canned goods received through public donations, and in December 2021, we collected nearly 100,000 cans;
- Adopt-A-Road – Teams of Primerica employees go outside four times a year and work to clean a dedicated stretch of road, where they pick up trash and remove illegal signage; and
- Gwinnett Great Days of Service – Primerica organizes a team of about 50 employees to assist various non-profit organizations located in Gwinnett County.



As a result of our strong employee volunteerism, we have received numerous awards and recognition from non-profit organizations. We have proudly supported the world's largest Relay for Life event as Presenting Sponsor in Gwinnett County since 2013 and have been named a National Team of Excellence annually since 2017. The 2020 Relay for Life campaign, which normally runs in the spring of the year, was rescheduled for the fall of 2020 due to the COVID-19 pandemic. In both 2020 and 2021, we conducted virtual Relay for Life fundraising events, and our employees again rose to the challenge, raising nearly three-quarters of the amount we would normally raise in a non-COVID-19 environment. In 2019, Primerica received top honors as the recipient of Gwinnett's Spirit of Giving and Top Fundraising Team Awards, raising nearly \$120,000 for the American Cancer Society. Primerica has contributed more than \$619,000 to the American Cancer Society to benefit cancer research and patient programs, primarily through employee fundraising.



## ENVIRONMENTAL RESPONSIBILITY

**We recognize the significant challenges presented by climate change to our world, and environmental sustainability is a component of our corporate responsibility efforts. As a financial services company, we do not have manufacturing facilities that can be targeted for significant reductions to our environmental footprint. As a result, we believe our greenhouse gas emissions and carbon footprint are lower than those of many other companies.**

We retained a third-party consultant to calculate our Scope 1 and Scope 2 greenhouse gas emissions (“GHG”) for 2020, which are set forth below. With the vast majority of our employee workforce operating in a remote “work from home” environment since March 2020 as a result of the COVID-19 pandemic, we expect our GHG emissions to be relatively low for 2020 and 2021. We plan to repopulate our facilities in 2022, after which we anticipate that our GHG emissions will increase to a more normalized full year level.

Scope 1 GHG Emissions (metric tons CO<sub>2</sub>e): 540  
Scope 2 GHG Emissions (metric tons CO<sub>2</sub>e): 4,338

Primerica is paying attention to the current state of the environment and we are doing what we can to ensure that these important resources are available for future generations. Under the direction of our Chief Operating Officer, we have made positive strides in reducing our impact on the Earth’s resources, and we will continue to make strategic decisions to drive improvements



in environmental sustainability. Primerica has been recognized for its environmental leadership by Gwinnett County Clean and Beautiful. We are a 3-time award winner and corporate sponsor of the Great American

Clean-up Challenge Award in the areas of “Clean Up Our Neighborhood,” “Wipeout Graffiti,” and “Grow Green.” Several of the steps we have taken to make a meaningful difference in the world around us are highlighted below. In addition, we distribute auto and homeowners’ insurance on behalf of a third party and, as a result, we do not assume the underlying risk that climate change poses with respect to those policies.

Heading into 2020, Primerica had planned to launch its Impact Committee. This employee-created and driven group of volunteers will focus on broadening Company and employee awareness of environmental issues. The Impact Committee will encourage and enable Primerica

employees to minimize their environmental footprint at the home office and beyond by reducing consumption and waste. The group expects to meet at least quarterly, if not more frequently, and will work in tandem with Primerica's operations team to devise and help implement two to three positive environmental changes per year that will have a larger impact over time. Given the impact of the pandemic and our remote working situation, the launch of that program was postponed. It is our hope that we will be able to launch this new group in 2022.

## RECYCLING INITIATIVES

The financial products we sell have historically relied on paper, which slowed the process of helping our middle-income clients become properly protected and set on a path to financial independence and was not environmentally friendly. Primerica has been at the forefront of implementing leading technology – particularly in regard to digital applications for our sales force – in order to reduce paper usage and improve efficiency. In 2011, Primerica introduced TermNow, a cutting-edge product that is underwritten electronically to qualifying clients within an average of less than 60 seconds after completion of a short questionnaire. This change alone has reduced paper usage by more than 5 million pieces. We also eliminated paper medical records in 2013, which has saved over 30 million pieces of paper. In that same year, Best's Review listed Primerica as one of the Top 10 Innovators for our TermNow product. In 2020, over 95% of our new life insurance applications were made electronically.

Our robust, company-wide recycling program continues to reap significant environmental benefits. We continuously

strive to reduce our imprint on the environment and expanded our recycling efforts in 2017 by implementing a single-stream recycling program. As a result of our change to a single-stream approach, we reduced an additional 18 tons of paper yearly since the program's inception. In 2019, the Company set a record of more than 1,300 tons of paper and cardboard recycled. The idea for this expansion came directly from employee feedback.

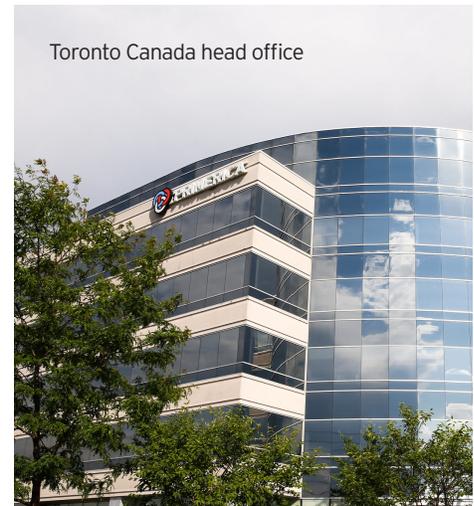
Over the past three years, throughout our home office campus we replaced more than one million Styrofoam cups with paper cups that flow through our single-stream recycling program. Obviously, given our remote working situation in 2020 and 2021, Primerica generated significantly less waste than in prior years and we expect that trend to continue.

## CORPORATE HEADQUARTERS

Our 365,000 square foot corporate headquarters was built in 2013 to meet LEED standards. Environmental features of our home office include:

- Efficient energy consumption;
- LED lighting;
- Low-flow washroom fixtures;
- Water-side cooling and heating systems; and
- Efficient landscaping that requires little irrigation.

Three years ago, our Canadian team moved into a new head office in suburban Toronto, occupying nearly 43,000 square feet on two floors of a 180,000 square foot building. The facility earned LEED EB Gold Certification, an Energy Star score of 99, and has a wastewater diversion rate of 91%.



Toronto Canada head office



Technology Innovation Center

Additional environmental features of our Canadian head office include:

- Eco tracking of all utility consumption and waste;
- Annual air quality testing and monitoring;
- Low-flow washroom fixtures;
- Green cleaning policy; and
- Electrical landscaping equipment producing zero emissions and a smart watering irrigation system.

Research has shown that the physical workspace plays a critical role in fostering digital innovation. To that end, in 2019 the Company opened the Primerica Technology Innovation Center, a renovated 38,000 square foot IT workspace that embraces open spaces, enables collaboration, and avoids conflicts that arise in a personal office hierarchy. Currently housing more than 200 IT professionals with ample room to accommodate future growth, the cutting-edge workspace includes:

- Changeable workstations that allow teams to easily form and rearrange space to suit their needs;
- Whiteboards and display screens for collaboration;
- Open floorplans, glass walls, comfortable chairs and couches, and small privacy rooms; and
- High-speed WIFI connectivity, high resolution projectors, and remote screen sharing capability.

### PROMOTING TRANSPORTATION ALTERNATIVES

Primerica has taken steps to encourage our employees to consider transportation alternatives that have a reduced environmental impact. In 2016, Primerica was named “Best Overall Large Employer” by Georgia Commute Options for our efforts to encourage sustainable commuting options among our employees. We have an effective “Work from Home” program which allows employees in certain jobs to work remotely, thereby reducing fuel usage and auto emissions. In 2017, we installed a new Electric Vehicle Charging Unit to promote low emissions vehicles

by assisting our employees who can charge their electric vehicles for free.

### ENVIRONMENTAL IMPACT ON OUR BUSINESS

Environmental issues, particularly those related to climate change, have the potential to present risks and opportunities to our business. We address those risks and opportunities in the following ways:

- Analyzing the potential impact of climate change on the products that we sell
  - See “Business Pricing” on page 30 of this report for insights into how we consider environmental factors that might impact health, and therefore our pricing assumptions and underwriting practices.
  - We distribute auto and homeowners’ insurance on behalf of a third party and, as a result, we do not assume the underlying risk that climate change poses with respect to these policies.
- Ensuring that our product mix offers clients the opportunity to invest in products and services that specifically address environmental risk and responsibility
  - See “Responsible Product Offerings” on page 8 of this report for details regarding the ESG-related investment options that we make available on our managed accounts platform.
- Incorporating relevant environmental information and analysis into our governance and risk management practices
  - See the Task Force on Climate-Related Financial Disclosures (TCFD) information in Appendix C to this report for insights into how our Board of Directors provides oversight of all risks and opportunities, including those related to climate change; management’s role in managing risks; and integration of relevant environmental factors into our risk management processes.
  - We have retained a third-party consultant to facilitate a climate risk materiality assessment. That assessment is expected to be completed in early 2022.



## UPHOLDING STRONG GOVERNANCE

Primerica believes that integrity, ethics, and a commitment to “doing the right thing” are at the core of who we are as a company. These beliefs govern how we run our business, and they serve as the underpinning of a corporate culture that encourages our people to act with integrity and accountability. We are focused on creating value for our clients, communities, and stakeholders by enhancing our corporate reputation through a strong ethics, governance, and compliance regime.

### OUR GOVERNANCE STRUCTURE

Our Board of Directors oversees the business and affairs of the Company. Our Board believes that good corporate governance is a critical factor in our continued success and also aligns management and stockholder interests. Highlights of our corporate governance program are detailed below:

| Board Structure   | Stockholder Rights  | Other Highlights  |
|---|---|---|
| <ul style="list-style-type: none"> <li>73% of Board members are independent</li> <li>Independent lead director of the Board</li> <li>Separate non-executive Chairman of the Board and CEO roles</li> <li>Independent Audit, Compensation, and Corporate Governance Committees</li> <li>Regular executive sessions of independent directors</li> <li>Annual Board and committee self-assessments</li> <li>Significant number of directors that demonstrate racial, ethnic, and gender diversity</li> </ul> | <ul style="list-style-type: none"> <li>Proxy access</li> <li>Annual election of directors</li> <li>Regular director refreshment</li> <li>Majority voting for directors in uncontested elections</li> <li>No poison pill in effect</li> <li>Annual stockholder engagement to discuss corporate governance, executive compensation, and ESG matters</li> <li>Multiple avenues for stockholders to communicate with the Board</li> </ul> | <ul style="list-style-type: none"> <li>Stock ownership guidelines for directors and senior executives</li> <li>Pay for performance philosophy</li> <li>Broad clawback provisions in the Company's Omnibus Incentive Plan</li> <li>Policies prohibiting hedging, pledging, and short sales by employees and directors</li> <li>No tax gross-ups</li> <li>Strong ethics program</li> <li>Publication of an annual CSR report</li> </ul> |

PRIMERICA'S LONG-TERM SUCCESS IS BASED ON OUR INTEGRITY. EVERY DAY, OUR MANY STAKEHOLDERS – CLIENTS, INVESTORS, REGULATORS, EMPLOYEES, AND REPRESENTATIVES – COUNT ON OUR COMMITMENT TO THE HIGHEST STANDARDS OF BUSINESS ETHICS AND COMPLIANCE.

Our Corporate Governance Guidelines include provisions to ensure that our directors have adequate time to serve our Company. Our Directors have an average tenure of 7.6 years as of March 31, 2021. Directors are required to limit their other board memberships to a number which permits them, given their individual circumstances, to responsibly perform all of their director duties. No director may serve on the Board of Directors of more than four publicly traded companies (including Primerica). Members of the Audit Committee may not serve on more than three public company audit committees, including our audit committee. None of our directors who have full-time employment serve on more than two public company boards. Because the Primerica directors who serve on three or four public company boards do not have full-time employment, each of them has adequate time to devote to Primerica.

### **BOARD DIVERSITY**

Primerica's Board of Directors values diversity. As of May 2021, 27% of our directors were racially or ethnically diverse and 27% of our directors were women. In addition, the Board has a Board Diversity Policy, which may be accessed on our investor relations website and requires that the Board consider candidates based on merit against objective criteria tied to the needs of the Board and the Company at the time of nomination while giving due regard to gender, race, ethnicity, country of origin, nationality or cultural background, and other personal characteristics. Further, diverse candidates are to be considered whenever the Board commences a director search.



### **STOCKHOLDER ENGAGEMENT PROGRAM**

Consistent with the process we have followed since 2013, in late fiscal 2020 we invited the Company's top stockholders, which together represented over 75% of our outstanding shares, to speak with management about topics important to them. Specific topics included Board diversity, Environmental, Social and Governance (ESG) matters, proxy access and other governance matters, and executive compensation. We were pleased with the stockholder feedback, which indicated that our stockholders are generally satisfied with the Company's corporate governance and executive compensation practices as well as the format and content of the proxy statement. This feedback was reviewed by our Board of Directors and the relevant Board committees. Our 2021 Proxy Statement describes requests received during these conversations and our responses to those suggestions, including actions taken.

## **BOARD OVERSIGHT OF ESG INITIATIVES**

In mid-2019, our Corporate Governance Committee added oversight of ESG initiatives to its charter. The Corporate Governance Committee receives a quarterly report on ESG initiatives and disclosure enhancements, and the Committee shares significant developments with the Board of Directors.

## **ESG AND EXECUTIVE COMPENSATION**

Our short-term incentive compensation program is based on four corporate performance objectives with various weightings – operating revenues (20%), net operating income (25%) return on average equity (25%) and size of life-licensed sales force (30%). The size of life-licensed sales force “social” metric is given a higher weighting because it is at the heart of our Company mission to help families become financially independent and it drives the success of our business. As the size of our sales force increases, our business opportunity reaches more people and we are able to protect more underserved middle-income families. In addition, the Compensation Committee meets with the Corporate Governance Committee at least annually to discuss whether important ESG factors should be considered as part of the executive compensation program.

## **INTEGRITY AT WORK**

Primerica’s long-term success is based on our integrity. Every day, our many stakeholders – clients, investors, regulators, employees, and representatives – count on our commitment to the highest standards of business ethics and compliance. Primerica has numerous corporate governance policies and procedures in place which reflect our commitment to upholding high standards of business conduct and establishing a robust controls environment.

Our Code of Conduct applies to all employees, directors, and officers of the Company and its subsidiaries. All employees receive mandatory training on our Code, and are required to acknowledge compliance with the Code on an annual basis. Members of the sales force must comply with a number of policies and procedures that are similar to the standards set forth in the Code of Conduct.

The Code, which is posted on the Corporate Governance page of our Investor Relations website, describes in detail

the standards of conduct, including adherence to the laws and regulations that apply to us. The Code expressly defines and prohibits practices associated with bribery and corruption as well as money laundering. Primerica implements anti-money laundering programs, including mandatory, annual anti-money laundering training for all employees. We also provide access to key governing documents, such as our Corporate Governance Guidelines and charters of each Board committee, on our Investor Relations website.

## **RISK MANAGEMENT**

Primerica’s Board of Directors is ultimately responsible for the oversight of the Company’s risk management framework. Responsibility for significant risk management policies resides with the Audit Committee of the Board under powers delegated by our Board. Management is responsible for implementing the Board-approved risk management strategy and developing policies, controls, processes and procedures to identify and manage risk. Senior management is responsible for ensuring that appropriate risk management is carried out in the business lines, promoting a strong culture of risk management within each business unit or department, identifying all known and emerging risks, recommending appropriate risk limits for identified risk exposures, and developing programs that monitor, test, and report control deficiencies. Each quarter, senior management reviews the enterprise risks for highlights, trends, and emerging issues. Matters requiring attention are added to a watch list or heat map for monitoring and reporting.

In terms of overseeing the broader company-wide risk management program, the Audit Committee is responsible for ensuring that all risk areas are being monitored by senior management and that all risk management matters are being reported at least quarterly to our Board and the appropriate Board committee and are being addressed as needed. Our Board reviews, and is responsible for, risks associated with our strategic plans as well as cybersecurity.

On an annual basis, Primerica identifies and assesses its material risks, including those related to ethics and compliance. Material risks are documented by our Risk Management and Internal Controls Department, mitigating controls are defined, and risks are assigned to an enterprise risk owner. Primerica has established

a Business Risk and Control Committee (BRCC), led by the Chief Risk and Compliance Officer. The BRCC is our governing body for enterprise risk management and internal controls, and is comprised of senior executives and relevant risk owners. The BRCC meets quarterly to monitor all enterprise risk management (ERM) risk categories, including ethics and compliance risk. Risk updates are provided by each enterprise risk owner. During a BRCC meeting, any emerging risks outside of the currently defined risk areas are monitored for additional exposure. We have developed and implemented a Governance, Risk, and Compliance tool to record and monitor findings from our testing programs, and track mitigating controls, across all business areas.

Each year, every employee participates in our annual compliance training program. Under the direction of our Chief Compliance and Risk Officer, employees are trained on a wide range of topics including anti-corruption, anti-money-laundering, fraud awareness and reporting, licensing requirements, anti-discrimination policy, sexual discrimination, email phishing, information security, and maintaining a clean workspace in which confidential information is secure.

## **ETHICS AND COMPLIANCE CONTROLS**

As part of our commitment to upholding the highest standards of business conduct, management of risks related to ethics and compliance with our Code of Conduct is embedded within our ERM framework. Oversight of risks related to ethics and compliance has been assigned to the Audit Committee of the Board, and our Chief Risk and Compliance Officer is the business risk owner. Primerica's Chief Risk and Compliance Officer reports to the Company's President as well as directly to the Audit Committee.

Primerica assesses business risks, including risks related to compliance with ethical standards, on an ongoing basis through a number of monitoring and testing programs, including:

- Departmental quality control assessments;
- Field office audits;
- Compliance monitoring and testing;
- Internal audit program; and
- Regulatory reviews.

Through these monitoring and testing programs, we strive to develop a culture based on strong compliance and ethical standards. Led by our Chief Risk and Compliance Officer, we provide relevant support throughout our business, including education, training, and supervision programs, to deter non-compliance.

The Chief Risk and Compliance Officer reports quarterly to the Audit Committee of the Board on the work of the BRCC with respect to ethics and compliance risk.

## **REPORTING CONCERNS**

In accordance with our overall compliance program and Code of Conduct, employees must promptly report any suspected or actual violations of our Code, other Company policies, law, or other wrongdoings affecting the company. Reports can be made to one or more of the contacts listed in our Code, including an independent third-party managed ethics hotline that is available 24 hours a day, 7 days a week. Contact information for our ethics hotline is also available on our Company website.

Individuals making a report via the ethics hotline may choose to remain anonymous, and reports to the hotline are treated as confidential to the extent permitted by law. Our Code prohibits retaliation against anyone who, in good faith, raises concerns or questions or reports matters regarding ethics, discrimination or harassment, or suspected violations of other applicable law or Company policies.

Primerica has implemented processes and assigned responsibilities to ensure that every report is reviewed and resolved in an appropriate manner.

## **BUSINESS PRICING**

Effective pricing and underwriting are significant drivers of the profitability of our life insurance business and we have established our pricing assumptions to be consistent with our underwriting practices, mortality experience and expectation of future mortality trends. In setting pricing assumptions, we consider a range of factors that might impact life expectancy and mortality. Relevant factors might include medical, societal, and demographic trends and changes, along with environmental factors that can impact health. For example, climate change has been found to intensify air pollution, and higher concentrations of pollution increase the risk of stroke, heart disease, lung cancer, and chronic

and acute respiratory diseases. As these trends are seen in developing mortality experience, they will be reflected in business pricing.

## **PRIVACY AND DATA SECURITY**

Our business is dependent on maintaining a secure, confidential environment for our clients, employees and other partners' information. As such, our Board has oversight of Primerica's privacy and information security initiatives and it receives a quarterly management report on these critical components of our business. Information security and privacy are becoming increasingly important as we depend more and more on mobile technologies to conduct business and bring solutions to clients who entrust their data to us.

Our Chief Information Officer (CIO), who reports to our Chief Operating Officer (COO), has responsibility for our information security program. We have a Cyber Operations Committee at the executive level, to identify, evaluate, and monitor all information security risks. This committee, chaired by the COO, meets once a month and provides a cyber update to the full Board of Directors quarterly. Our COO and General Counsel have ultimate responsibility for our data privacy program, with day-to-day oversight assigned to our Legal and Business teams.

Primerica conducts annual mandatory company-wide data privacy and cybersecurity compliance training for all employees, members of the sales force and contractors who have access to systems.

Training includes information on email phishing, protecting sensitive information, securely accessing accounts and devices, and understanding each person's role in a security incident. We have built a sophisticated information technology platform to support our clients, operations and sales force. Our data center houses an enterprise-class IBM mainframe as well as modern distributed and cloud technology infrastructure. Our business applications, many of which are proprietary, are supported by application developers and data center staff at our main campus.

Primerica uses the NIST Cyber Security Framework for assessing the overall maturity of its cyber security program, including how the program assesses and mitigates risks. An independent third-party auditing firm periodically assesses our adherence to the NIST

Framework and our program maturity against industry benchmarks.

Primerica's information security organization provides services including threat management, application and infrastructure assessments, secure configuration management, and information security administration. Our new Primerica Responsible Disclosure Practice also helps us ensure the security and privacy of our customers and data by helping identify potential security issues in our products or services. Further, our external penetration assessments are, at minimum, in conformance with the Penetration Testing Execution Standard (PTES), and application vulnerability testing is in conformance with the Open Web Application Security Project standards. Additionally, Primerica's resiliency team delivers capabilities to support advanced business continuity and disaster recovery capabilities. These capabilities are also regularly tested and reported to senior management.

As described under "Risk Management" elsewhere in this report, Primerica institutes a three-lines-of-defense model for information security risk assurance, in which internal management is responsible for managing the risk, while other functions at the Company oversee compliance and perform regular assessments and audits. Primerica's internal management continually assesses information security risk, working with industry experts for maturity and technical assessments. Primerica's enterprise risk management and internal audit functions conduct regular assessments and audits and report the results to the Board. In addition to conducting regular self-assessments on our controls, Primerica's internal controls are audited annually by independent external auditors. These audits provide assurance on the design and operating effectiveness of our information security controls in accordance with the standards defined by the American Institute of Certified Public Accountants (AICPA).

In addition to Primerica's privacy notices, which confirm our commitments in relation to how we collect, use, disclose, and retain user's personal information, our Company has three core policies that govern our home office initiatives in this critical area: (1) Information Security Policy; (2) Data Loss Prevention Policy; and (3) Third-Party Risk Management. They address both

the processes and technical requirements needed to protect the environments where data is processed, as well as how it is maintained, governed, and protected. In regard to our sales force, our Representative Compliance Manuals address mandatory information security controls and various data security protection requirements. These required controls are based on varying governing laws and regulations.

Primerica's senior executive leadership is actively involved in managing information security risk, including coordination of security initiatives to enable Primerica to optimize spending, manage infrastructure, and minimize security risk. This group also provides high-level guidance on technology- and security-related issues of importance to the Company.

We have an Incident Response Plan that is reviewed and updated regularly. That plan and all related procedures are managed by our Chief Information Security Officer, or CISO. Our Incident Response Team consists of employees from information security, legal, compliance, public relations, and operational teams. The Plan is designed to help Primerica identify and promptly respond to information security incidents, contain and eradicate such incidents, notify affected parties and, where appropriate, notify government and regulatory authorities. The roles and responsibilities of Primerica personnel and third-party vendors in responding to information security incidents are well-documented and include when and to whom incidents should be reported based on level of severity. On a semi-annual basis, the team undertakes facilitator-led trainings and simulations of information security incidents. Primerica also purchased cyber insurance coverage.

We train our entire full- and part-time employee workforce at least annually in data security, how to recognize and understand privacy-related risks, and ways to mitigate data and privacy issues. We perform regular tests to see if our employees can recognize and avoid the pitfalls caused by phishing emails, and we report the results to department heads. Further, we implement leading practice access controls, including multi-factor authentication, to limit inappropriate access.

In addition, maintaining data security is an integral part of the annual compliance training for our independent sales representatives. Desktop computers at our corporate headquarters have a successive series of screensavers that highlight the dangers of leaving

your computer unattended with important documents uncovered, how to choose more secure passwords, and other practical advice for maintaining a secure, safe data environment.

## **GOVERNMENT RELATIONS**

As a market leader and innovator in a highly regulated industry, we believe it is important to share our expertise and experience serving middle-income families with policymakers in all markets in which we do business. To the extent that we engage in the political arena, we do so at the highest level of ethical conduct and in compliance with our Code of Conduct.

The Corporate Governance Committee oversees government relations activities undertaken by senior management. Further, the Company's government relations team and associated activities are handled within the Legal department and are subject to internal audit and review to ensure compliance with corporate procedures and requirements.

More information about Primerica's governmental relations activity, including information about the Primerica, Inc. Political Action Committee and how to access the Company's lobbying reports, is available on the Corporate Sustainability page of our Investor Relations website at <https://investors.primerica.com>.

## **SUPPLY CHAIN AND VENDOR MANAGEMENT**

Primerica is committed to being a valuable contributor to our communities and believe that developing diversity within our supplier base is important to this commitment. As such, Primerica has a Vendor Diversity Statement that states that Primerica welcomes diverse suppliers from underserved communities, minority groups, and military veterans for inclusion in competitive bids and for the awarding of contracts.

## **SAFETY AND EMERGENCY PREPAREDNESS/ BUSINESS CONTINUITY**

Our employees and independent sales representatives are the Company's most critical element in achieving future success. As such, we put a strong emphasis on maintaining a safe, secure work environment, and we have programs in place to ensure that the Company's business operations can continue functioning in the event of an emergency. Our annual compliance program training includes information on safety and emergency

preparedness and provides examples of how employees should act in an emergency situation.

We maintain a dedicated security team in our corporate office locations to protect employees and premises during the event of a threat or actual incidence of violence. Several of these security officers have undergone additional, state-mandated training to allow them to carry concealed weapons on premise. Our security officers provide a 24/7 mobile patrol, as well as 24/7 coverage of key buildings and facilities, and they are available to escort someone to their car, should an employee feel the need for added safety.

In the event of a fire or similar emergency situation,

Primerica employees are well-trained in evacuating the building and gathering in certain locations outside of harm's way. We have employees who serve as dedicated fire marshals, and employees participate in evacuation drills twice a year.

When a severe weather event is anticipated, our security team monitors reports from the National Weather Service and local news for updates. Primerica has a weather incidence call tree for department heads and managers that can be activated in a moment's notice. If an incident involves life and death situations or business interruptions, we have the capability to send out mass alerts to all staff via the Vibe text system.

## **CONCLUSION**

**THANK YOU FOR YOUR INTEREST IN PRIMERICA'S 2021 CORPORATE SUSTAINABILITY REPORT. WE ARE COMMITTED TO CONTINUED IMPROVEMENTS IN ESG BEHAVIOR AND DISCLOSURE AND WE WELCOME YOUR FEEDBACK.**

# APPENDIX A

## ESG SNAPSHOT

This ESG Snapshot includes metrics for the entire company, including all of its business operations as a whole.

|                                   |   | 2020      | 2019      | 2018      |
|-----------------------------------|---|-----------|-----------|-----------|
| <b>ECONOMIC</b>                   |   |           |           |           |
| Financial Performance             | Total Revenues (millions)   | \$2,217.5 | \$2,052.5 | \$1,899.8 |
|                                   | Net Income (millions)   | \$386.2   | \$366.4   | \$324.1   |
|                                   | Diluted Earnings Per Share  | \$9.57    | \$8.62    | \$7.33    |
|                                   | Dividends Declared Per Share  | \$1.60    | \$1.36    | \$1.00    |
|                                   | Total Assets (millions)   | \$14,905  | \$13,688  | \$12,595  |
|                                   | Net Operating Income Return on Adjusted Stockholders' Equity (ROAE) | 24.7%     | 23.5%     | 22.8%     |
|                                   | Net Investment Income (millions)                                    | \$83.8    | \$94.1    | \$81.4    |
| Life Insurance                    | Number of Policies Issued   | 352,868   | 287,809   | 301,589   |
|                                   | Face Amount Issued (billions)                                       | \$109.4   | \$93.9    | \$95.2    |
|                                   | Number of Policies in Force   | 2,787,992 | 2,641,483 | 2,606,825 |
|                                   | Term Life Insurance Face Amount in Force (billions)                 | \$858.8   | \$808.3   | \$781.0   |
| Investments                       | Total Investment Sales (billions)                                   | \$7.8     | \$7.5     | \$7.0     |
|                                   | Client Asset Values at Year End (billions)                          | \$81.5    | \$70.5    | \$57.7    |
| <b>SOCIAL</b>                     |   |           |           |           |
| Workforce Data                    | Total Headcount   | 2,230     | 2,175     | 2,166     |
|                                   | Percent Women in Workforce  | 63%       | 64%       | 65%       |
|                                   | Percent Women Officers  | 46%       | 48%       | 52%       |
|                                   | Employee Retention Rate   | 92%       | 90%       | 91%       |
|                                   | Average Tenure of Senior Leadership Team <sup>1</sup>               | 31.5      | 30.5      | 30        |
| Sales Force Data                  | Size of Life-Insurance Licensed Sales Force (end of period)         | 134,907   | 130,522   | 130,736   |
|                                   | Number of New Recruits  | 400,345   | 282,207   | 290,886   |
|                                   | Number of Newly Life-Insurance Licensed Representatives             | 48,106    | 44,739    | 48,041    |
|                                   | Percent Women Life-Insurance Licensed Sales Force                   | 56%       | 53%       | 52%       |
|                                   | Percent Women Recruits  | 60%       | 55%       | 54%       |
|                                   | Percent Women Newly Life-Insurance Licensed                         | 62%       | 57%       | 56%       |
| Supplier Management and Diversity | Supplier Management Policy (y/n)                                    | Y         | Y         | Y         |
| Human Rights & Ethics             | Code of Conduct (y/n)   | Y         | Y         | Y         |
|                                   | Equal Employment Opportunity Policy – Standalone (y/n)              | Y         | Y         | Y         |
|                                   | Anti-Bribery & Anti-Corruption Policy (y/n)                         | Y         | Y         | Y         |
|                                   | Whistleblowing and Non-Retaliation Policy (y/n)                     | Y         | Y         | Y         |

<sup>1</sup> Year-end average tenure of our senior leaders as found in our proxy statement for the Annual Meeting of Stockholders for the stated year.

|                                   |   | 2020    | 2019    | 2018    |
|-----------------------------------|---|---------|---------|---------|
| <b>GOVERNANCE<sup>2</sup></b>     |   |         |         |         |
| Board Composition & Independence  | Size of the Board (Number of Nominees Elected at the Annual Meeting)                    | 11      | 10      | 10      |
|                                   | Board Average Age   | 63.7    | 62.1    | 62      |
|                                   | Mandatory Retirement Age (y/n)  | Y       | Y       | Y       |
|                                   | Average Director Tenure   | 7.6     | 6.7     | 6.8     |
|                                   | Independence of Committees (Other than Executive Committee (y/n)                        | Y       | Y       | Y       |
|                                   | Independent Chairman (y/n)  | N       | N       | N       |
|                                   | Independent Lead Director (y/n)   | Y       | Y       | Y       |
| Board Diversity                   | Number of Women on the Board  | 3       | 3       | 3       |
|                                   | Percent of Directors Who Are Women  | 27%     | 30%     | 30%     |
|                                   | Number of Directors with Racial/Ethnic Diversity  | 3       | 2       | 2       |
|                                   | Percent of Directors with Racial/Ethnic Diversity                                       | 27%     | 20%     | 20%     |
| Board and Committee Meetings      | Number of Board and Committee Meetings During the Calendar Year                         | 29      | 27      | 24      |
|                                   | Number of Directors Attending Less than 75 Percent of Meetings During the Calendar Year | 0       | 0       | 0       |
|                                   | Executive Session (y/n)   | Y       | Y       | Y       |
|                                   | Executive Session of Independent Directors (y/n)  | Y       | Y       | Y       |
| Stockholder Rights                | Annual Election of Directors (y/n)  | Y       | Y       | Y       |
|                                   | Majority Voting Standard for Director Elections (y/n)                                   | Y       | Y       | Y       |
|                                   | Single Voting Class (y/n)   | Y       | Y       | Y       |
|                                   | Proxy Access (y/n)  | Y       | Y       | Y       |
|                                   | Poison Pill (y/n)   | N       | N       | N       |
| Executive Compensation            | CEO Pay Ratio   | 102:1   | 93:1    | 91:1    |
|                                   | Clawback Provision for Executive Compensation (y/n)                                     | Y       | Y       | Y       |
|                                   | Double-Trigger Vesting Upon Change in Control (y/n)                                     | Y       | Y       | Y       |
|                                   | CEO Stock Ownership Guidelines (y/n)  | Y       | Y       | Y       |
|                                   | CEO Stock Ownership Multiple of Base Salary   | 5       | 5       | 5       |
|                                   | Senior Executive Member Stock Ownership Guidelines (y/n)                                | Y       | Y       | Y       |
|                                   | Senior Executive Member Stock Ownership Multiple of Base Salary                         | 2.5-3.5 | 2.5-3.5 | 2.5-3.5 |
|                                   | Director Stock Ownership Guidelines (y/n)   | Y       | Y       | Y       |
|                                   | Director Stock Ownership Multiple of Annual Cash Retainer                               | 5       | 5       | 5       |
| <b>ENVIRONMENTAL</b>              |   |         |         |         |
| Climate                           | TCFD Disclosure (y/n)   | Y       | N       | N       |
|                                   | CDP Carbon Disclosure (y/n)   | N       | N       | N       |
| GHG Emissions                     | Material GHG Emissions (y/n)  | N       | N       | N       |
|                                   | Emissions Reduction Initiatives (y/n)   | N       | N       | N       |
| <b>SUSTAINABILITY DISCLOSURES</b> |   |         |         |         |

<sup>2</sup> As of the conclusion of the Annual Meeting of Stockholders for the stated year, unless otherwise indicated.

# APPENDIX B

## **SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) DISCLOSURE**

Primerica is a leading provider of financial products to middle-income households in the United States and Canada. Through a network of independent contractor sales representatives, Primerica assists our clients in meeting their needs for term life insurance, which we underwrite, and mutual funds, annuities, managed investments and other financial products, which we distribute primarily on behalf of third parties. Because our business covers multiple Sustainability Accounting Standards Board (SASB) industry groups, we are providing disclosures that are aligned with both the “Insurance” industry and “Asset Management and Custody Activities” industry within the Financials Sector.

| SASB TOPIC  | SASB CODE                  | ACCOUNTING METRIC  | BUSINESS LINE(S)          | PAGE NUMBER |
|---|----------------------------|--|---------------------------|-------------|
| Financial Performance   | FN-AC-270A.1               | (1) Number and (2) percentage of covered employees with a record of investment-related investigations, consumer-initiated complaints, private civil litigations, or other regulatory proceedings   | Investments               | 38          |
|   | FN-IN-270A.1, FN-AC-270A.2 | Total amount of monetary losses as a result of legal proceedings associated with marketing and communication of insurance and financial product-related information to new and returning customers | Insurance and Investments | 38          |
|   | FN-IN-270A.2               | Complaints-to-claims ratio   | Insurance                 | 38          |
|   | FN-IN-270A.3               | Customer retention rate  | Insurance                 | 38          |
|   | FN-IN-270A.4, FN-AC-270A.3 | Description of approach to informing customers about products and services   | Insurance and Investments | 38          |
| Employee Diversity & Inclusion  | FN-AC-330A.1               | Percentage of gender and racial/ethnic group representation for (1) executive management, (2) non- executive management, (3) professionals, and (4) all other employees                            | Investments               | 38          |
| Incorporation of Environmental, Social and Governance Factors in Investment Management & Advisory | FN-IN-410A.1               | Total invested assets, by industry and asset class   | Insurance                 | 39          |
|   | FN-AC-410A.1               | Amount of assets under management, by asset class, that employ (1) integration of environmental, social and governance (ESG) issues, (2) sustainability themed investing, and (3) screening        | Investments               | 39          |
|   | FN-IN-410A.2               | Description of approach to incorporation of ESG factors in investment management and/or wealth management processes and strategies   | Insurance                 | 39          |
|   | FN-AC-410A.2               | Description of approach to incorporation of ESG factors in investment and/or wealth management processes and strategies  | Investments               | 39          |
|   | FN-AC-410A.3               | Description of proxy voting and investee engagement policies and procedures  | Investments               | 40          |

| SASB TOPIC  | SASB CODE    | ACCOUNTING METRIC   | BUSINESS LINE(S) | PAGE NUMBER |
|---|--------------|---|------------------|-------------|
| Policies Designed to Incentivize Responsible Behavior | FN-IN-410B.1 | Net premiums written related to energy efficiency and low carbon technology   | Insurance        | 40          |
|   | FN-IN-410B.2 | Discussion of products and/or product features that incentivize health, safety and/or environmentally responsible actions and/or behaviors  | Insurance        | 40          |
| Environmental Risk Exposure                           | FN-IN-450A.1 | Probable Maximum Loss (PML) of insured products from weather-related natural catastrophes   | Insurance        | 40          |
|   | FN-IN-450A.2 | Total amount of monetary losses attributable to insurance payouts from (1) modeled natural catastrophes and (2) non-modeled natural catastrophes, by type of event and geographic segment (net and gross of reinsurance)  | Insurance        | 40          |
|   | FN-IN-450A.3 | Description of approach to incorporation of environmental risks into (1) the underwriting process for individual contracts and (2) the management of firm-level risks and capital adequacy  | Insurance        | 40          |
| Systemic Risk Management                              | FN-IN-550A.1 | Exposure to derivative instruments by category: (1) total potential exposure to non-centrally cleared derivatives, (2) total fair value of acceptable collateral posted with the Central Clearinghouse, and (3) total potential exposure to centrally cleared derivatives | Insurance        | 41          |
|   | FN-IN-550A.2 | Total fair value of securities lending collateral assets  | Insurance        | 41          |
|   | FN-IN-550A.3 | Description of approach to managing capital- and liquidity-related risks associated with systemic non- insurance activities   | Insurance        | 41          |
|   | FN-AC-550A.1 | Percentage of open-end fund assets under management by category of liquidity classification   | Investments      | 41          |
|   | FN-AC-550A.2 | Description of approach to incorporation of liquidity risk management programs into portfolio strategy and redemption risk management   | Investments      | 41          |
|   | FN-AC-550A.3 | Total exposure to securities financing transactions   | Investments      | 41          |
|   | FN-AC-550A.4 | Net exposure to written credit derivatives  | Investments      | 41          |
| Activity Metrics                                      | FN-IN-000.A  | Number of policies in force, by segment   | Insurance        | 41          |
|   | FN-AC-000.A  | (1) Total registered and (2) total unregistered assets under management (AUM)   | Investments      | 41          |
|   | FN-AC-000.B  | Total assets under custody and supervision  | Investments      | 41          |

## APPENDIX B (CONTINUED)

### FINANCIAL PERFORMANCE

*FN-AC-270a.1 – (1) Number and (2) percentage of covered employees with a record of investment-related investigations, consumer-initiated complaints, private civil litigations, or other regulatory proceedings*

Primerica sells its products through a network of independent contractor sales representatives who are not employees. As a result, Primerica had no such applicable matters in 2020.

*FN-IN-270a.1 and FN-AC-270a.2 – Total amount of monetary losses as a result of legal proceedings associated with marketing and communication of insurance and financial product-related information to new and returning customers*

In accordance with Securities and Exchange Commission (SEC) requirements, Primerica discloses all material legal proceedings, other than routine litigation incidental to the business, in its Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q. In 2020, legal proceedings and/or losses, if any, associated with marketing and communication of insurance and financial product-related information were immaterial.

*FN-IN-270a.2 – Complaints-to-claims ratio*

Primerica's domestic insurance subsidiaries are subject to insurance regulation in the various states and jurisdictions in which they transact business. Most state insurance departments provide consumer complaint data to the National Association of Insurance Commissioners (NAIC) Consumer Information Search (CIS), and the NAIC produces several reports combining this data. Neither the NAIC nor Primerica, however, calculates a complaints-to-claims ratio. We do not believe a complaints-to-claims ratio is a meaningful metric for assessing a company's claim handling process.

For example, companies may track open and closed claims differently, which could result in a comparison that is not meaningful. Additionally, a complaint may be received years after a claim is closed, which could overstate a company's ratio for that reporting period. A complaints-to-claims ratio also would not account for variations in an underwriting company's concentration of lines of business or market share, which further diminishes the usefulness of the metric.

Based on information from the state insurance departments, the NAIC does provide a summary listing of all closed complaints by line of business for each U.S. domiciled underwriting company. The NAIC then develops a "closed complaint index," which takes into account this information as well as market share and premium by line of business. We believe this closed complaint index is a more meaningful metric, because it factors in market concentration by line of business, providing a more comparable measure. Accordingly, we are providing the closed complaint indices for our U.S. underwriting companies that report financial information to the NAIC.

The NAIC defines "closed complaints" as complaints where the state has upheld the consumer's position and calculates a "closed complaint index" by comparing a company's closed complaints to the Company's market

share of premiums for the respective line of business. As part of the closed complaint index calculation, the NAIC uses an algorithm that compares each underwriting company's ratio to an industry-wide national median score of 1.0. The national median score attempts to normalize the ratio for each underwriting company based upon the total number of complaints, market share and other factors included in the algorithm. For each policy type, 50% of companies have ratios greater than the median score of 1.0, and 50% have ratios below the median score of 1.0. It is important to note, however, that because the NAIC ratio uses written premium for the denominator, its methodology may skew the ratio for an underwriting company with little or no written premium, such as a company with run-off business. For example, for an underwriting company with little or no written premium, the ratio may appear to be abnormally high even when the Company received a minimal number of complaints. As disclosed on the NAIC website, CIS data is voluntarily supplied by state insurance departments and compiled and coded by the NAIC. Not all states provide complaint data to the CIS.

For Primerica Life Insurance Company, the closed complaint index reported for 2020 was 0.37 (based on 18 complaints). For National Benefit Life Insurance Company, the closed complaint index reported for 2020 was 0.53 (based on 2 complaints). This information may also be obtained through the Consumer page on the NAIC site at: [https://www.naic.org/index\\_consumer.htm](https://www.naic.org/index_consumer.htm).

*FN-IN-270a.3 – Customer retention rate*

Primerica does not track customer retention rates. The Company tracks policy persistency, but does not disclose quarterly policy persistency as it is not meaningful as a stand-alone measurement.

*FN-IN-270a.4 and FN-AC-270a.3 – Description of approach to informing customers about products and services*

Sales and referrals of products to customers are handled through a network of independent contractor sales representatives. Please refer to the following subheadings contained in Item 1 of our Annual Report on Form 10-K for the year ended December 31, 2020 (2020 Annual Report) for certain responsive information: Our Clients; Sales Force Motivation, Training, Communication and Sales Support Tools; Performance-Based Compensation Structure; Supervision and Compliance; term life Insurance; and Investment and Savings Products.

### EMPLOYEE DIVERSITY & INCLUSION

*FN-AC-330a.1 - Percentage of gender and racial/ethnic group representation for (1) executive management, (2) non-executive management, (3) professionals, and (4) all other employees*

The percentage of gender representation among our employees as of December 31, 2020 is set forth in Table 1.

The percentage of racial/ethnic group representation among our employees as of December 31, 2020 is set forth in Table 2.

| Table 1                               | Female | Male  |
|---------------------------------------|--------|-------|
| Executive Management <sup>1</sup>     | 46.8%  | 53.2% |
| Non-Executive Management <sup>2</sup> | 60.0%  | 40.0% |
| Professionals <sup>3</sup>            | 53.1%  | 46.9% |
| All Other Employees <sup>4</sup>      | 68.1%  | 31.9% |

| Table 2                               | Asian | Black or African American | Hispanic or Latino | Other | White |
|---------------------------------------|-------|---------------------------|--------------------|-------|-------|
| Executive Management <sup>1</sup>     | 3.2%  | 6.4%                      | 2.1%               | 1.1%  | 87.2% |
| Non-Executive Management <sup>2</sup> | 4.2%  | 23.8%                     | 5.7%               | 0.5%  | 65.8% |
| Professionals <sup>3</sup>            | 17.2% | 25.7%                     | 6.3%               | 2.2%  | 48.6% |
| All Other Employees <sup>4</sup>      | 4.3%  | 38.2%                     | 13.1%              | 3.0%  | 41.5% |

<sup>1</sup> Includes employees at the SVP and above levels. <sup>2</sup> Includes employees at the AVP and VP levels and Non-AVP Managers. <sup>3</sup> All remaining exempt (as defined by the Fair Labor Standards Act) employees. <sup>4</sup> All remaining non-exempt employees.

## **INCORPORATION OF ENVIRONMENTAL, SOCIAL AND GOVERNANCE FACTORS IN INVESTMENT MANAGEMENT & ADVISORY**

### *FN-IN-410a.1 – Total invested assets, by industry and asset class*

The Company follows a conservative investment strategy designed to emphasize the preservation of our invested assets and provide adequate liquidity for the prompt payment of claims. Details including asset type, industry exposures, and credit quality are available in Note 4 (Investments) to our consolidated financial statements and Management’s Discussion and Analysis of Financial Condition and Results of Operations in our 2020 Annual Report, as well as in the Supplemental Financial Information found on our Investor Relations website at <https://investors.primerica.com>.

### *FN-AC-410a.1 – Amount of assets under management, by asset class, that employ (1) integration of ESG issues, (2) sustainability themed investing, and (3) screening*

Our clients acquire securities products in either a brokerage or advisory relationship. In a brokerage relationship, namely our mutual funds and annuities offerings, a licensed independent contractor sales representative makes a suitable recommendation for the client but provides no ongoing monitoring of the client’s investments.

In an advisory relationship, namely our managed investment offerings, PFS Investments offers a managed investments program, Primerica Advisors Lifetime Investment Platform (Lifetime Investment Platform), which provides our customers access to mutual fund, exchange-traded fund and stock investment models designed and managed by several unaffiliated investment advisors. As sponsor and portfolio manager of the Lifetime Investment Platform, PFS Investments evaluates models for inclusion in the program and conducts ongoing due diligence of the models and unaffiliated investment advisors made available through the program. Neither PFS Investments nor the licensed independent sales force representative provide continuous or regulatory supervisory or management services with respect to the client’s assets, as defined under Section 203A of the Investment Advisers Act of 1940. In 2019, we added to the platform models

that employ integration of ESG issues and/or sustainability themed investing. As of June 30, 2021, there were approximately \$319.1 million of assets under management invested in such models.

### *FN-IN-410a.2 – Description of approach to incorporation ESG factors in investment management processes and strategies*

At Primerica, we believe that ESG practices can affect portfolio performance and are necessary considerations for responsible investing. Primerica maintains a conservative investment philosophy for our corporate invested asset portfolio. We have an investment committee composed of members of our senior management team that is responsible for establishing and maintaining our investment guidelines and supervising our investment activity. Our investment committee regularly monitors our overall investment results and our compliance with our investment objectives and guidelines. We use a third-party investment advisor to assist us in the management of our investing activities. Our investment advisor reports to our investment committee and has been a signatory to the U.N. Principles for Responsible Investment since 2012.

Our investment advisor engages regularly with senior management of companies on ESG factors and considers these in their review of our corporate investment portfolio as well as in the investment recommendations they provide to us. Material ESG risk factors are integrated into the target rating and outlook for issuers to derive a holistic understanding of creditworthiness. The process is supported by our investment advisor’s ESG Steering Committee which reviews ESG risks and opportunities in the portfolios of their clients as part of a best practices process.

### *FN-AC-410a.2 – Description of approach to incorporation of ESG factors in investment and/or wealth management processes and strategies*

We recognize that making socially responsible and sustainable investment decisions are important and valuable to some of our clients. At June 30, 2021, our brokerage clients had access to approximately 532 funds

## APPENDIX B (CONTINUED)

offered by nine mutual fund companies. Of those, 91 had a Morningstar Sustainability Rating of high or above average.

Further, our managed accounts clients, through our Lifetime Advisory Platform, have access to a variety of fixed income and global equity investment strategies offered by two independent investment management firms that fully incorporate ESG factors into the analysis, selection, portfolio construction and management of investments. Both independent investment management firms are signatories to the U.N. Principles for Responsible Investment and apply ESG factors that map to the United Nations Sustainable Development Goals.

### *FN-AC-410a.3 – Description of proxy voting and investee engagement policies and procedures*

We do not currently engage in proxy voting activities on behalf of our clients.

### **POLICIES DESIGNED TO INCENTIVIZE RESPONSIBLE BEHAVIOR**

#### *FN-IN-410b.1 – Net premiums written related to energy efficiency and low carbon technology*

This item is not material to Primerica, as our insurance products are limited to term life insurance.

#### *FN-IN-410b.2 – Discussion of products and/or product features that incentivize health, safety and/or environmentally responsible actions and/or behaviors*

The company sells term life insurance. The following health-related items can impact the rate/classification offered to a life insurance applicant or upon reconsideration after the policy has been issued:

- Use of tobacco products, include vape and e-cigarettes
- Body/mass index
- Cholesterol levels
- Mental health
- A history of cardiovascular issues, respiratory issues, or diabetes
- Driving history and history of suspension or revocation of driver's license
- History of DUI violations
- Participation in hazardous sports
- Hazardous occupational duties

While we track mortality as a whole and by the use of tobacco products, the Company does not track performance on underwriting of term life insurance for insureds who do or do not, exhibit other of these items.

### **ENVIRONMENTAL RISK EXPOSURE**

#### *FN-IN-450a.1 – Probable Maximum Loss (PML) of insured products from weather-related natural catastrophes*

Primerica does not measure the probable maximum loss from weather-related natural catastrophes, as our insurance products are limited to term life insurance.

#### *FN-IN-450a.2 – Total amount of monetary losses attributable to insurance payouts from (1) modeled natural catastrophes and (2) non-modeled natural catastrophes, by type of event and geographic segment (net and gross of reinsurance)*

Primerica does not measure the monetary losses attributable to insurance payouts from natural catastrophes, as our insurance products are limited to term life insurance.

#### *FN-IN-450a.3 – Description of approach to incorporation of environmental risks into (1) the underwriting process for individual contracts and (2) the management of firm-level risks and capital adequacy*

Primerica does not incorporate environmental risks into the underwriting process for its term life insurance policies, nor the management of firm-level risks and capital adequacy.

### **BUSINESS ETHICS**

#### *FN-AC-510a.1 – Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations*

In accordance with SEC requirements, Primerica discloses all material legal proceedings, other than routine litigation incidental to the business, in its Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q. In 2020, legal proceedings and/or losses, if any, associated with the rules and laws described above were immaterial.

#### *FN-AC-510a.2 – Description of whistleblower policies and procedures*

In accordance with our overall compliance program and Code of Conduct (Code), which is available on our Investor Relations website at <https://investors.primerica.com>, employees must promptly report any suspected or actual violations of our Code, other Company policies, law or other wrongdoings affecting the company. Reports can be made to one or more of the contacts listed in our Code, including an independent third-party managed ethics hotline that is available 24 hours a day, seven days a week. Contact information for our ethics hotline is also available on our Company

website. Individuals making a report via the ethics hotline may choose to remain anonymous, and reports to the hotline are treated confidential to the extent permitted by law. Our Code prohibits retaliation against anyone who, in good faith, raises concerns or questions or reports matters regarding ethics, discrimination or harassment or suspected violations of other applicable law or Company policies. All employees receive mandatory annual training on our Code.

## **SYSTEMIC RISK MANAGEMENT**

*FN-IN-550a.1 – Exposure to derivative instruments by category: (1) total potential exposure to non-centrally cleared derivatives, (2) total fair value of acceptable collateral posted with the Central Clearinghouse, and (3) total potential exposure to centrally cleared derivatives*

Primerica's exposure to the derivative instruments described above were de minimus in 2020.

*FN-IN-550a.2 – Total fair value of securities lending collateral assets*

We participate in securities lending transactions pursuant to which we loan securities owned by us to increase investment income with minimal risk. We require collateral on securities loaned equal to 102% of the fair value of the loaned securities. We accept collateral in the form of securities, which we are not able to sell or encumber, as well as collateral in the form of cash, all of which we reinvest. Primerica's fair value of collateral assets held under securities lending arrangements at December 31, 2020 was \$72.1 million. See Item 8. Financial Statements and Supplementary Data of our 2020 Annual Report.

*FN-IN-550a.3 – Description of approach to managing capital- and liquidity-related risks associated with systemic non-insurance activities*

The Company's Board of Directors is responsible for the oversight of the Company's risk management framework. The oversight for significant risk management policies resides with the Company's Audit Committee of the Board under powers delegated by the Board. Management is responsible for implementing the Board-approved risk management strategy and developing policies, controls, processes and procedures to identify and manage risk. The risks for which a potential capital or liquidity impact could be determined are identified and various stress scenarios are tested to model potential impacts to liquidity and capital. These risks include, but are not limited to, sudden market movements and credit events.

*FN-AC-550a.4 – Net exposure to written credit derivatives*

We do not have exposure to written credit derivatives.

## **ACTIVITY METRICS**

*FN-IN-000.A – Number of policies in force, by segment: (1) property and casualty, (2) life, and (3) assumed reinsurance*

At December 31, 2020, Primerica had 2,787,992 term life insurance policies in force. The company has no property and casualty policies and no assumed reinsurance policies. See Item 1. Business of our 2020 Annual Report.

*FN-AC-000.A – (1) Total registered and (2) total unregistered assets under management (AUM)*

At December 31, 2020, Primerica had \$ 81.5 billion in assets under management. All assets under management are in registered products. See Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations of our 2020 Annual Report.

*FN-AC-000.B – Total assets under custody and supervision*

We have custody arrangements with third party service providers pursuant to which such providers have custody of client assets.

*FN-AC-550a.1 – Percentage of open-end fund assets under management by category of liquidity classification*

As described earlier, PFS Investments evaluates models for inclusion in the program and conducts ongoing due diligence of the models and unaffiliated investment advisors made available through the program. Neither PFS Investments nor the licensed independent sales force representative provide continuous or regulatory supervisory or management services with respect to the client's assets, as defined under Section 203A of the Investment Advisers

Act of 1940. As a result, we don't track the percentage of open-end fund assets under management by category of liquidity classification.

*FN-AC-550a.2 – Description of approach to incorporation of liquidity risk management programs into portfolio strategy and redemption risk management*

Because we do not provide continuous or regulatory supervisory or management services with respect to our clients' assets, this item is not applicable.

*FN-AC-550a.3 – Total exposure to securities financing transactions*

We do not participate in securities financing transactions in our asset management business.

# APPENDIX C

## **TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) INFORMATION**

This inaugural Task Force on Climate-related Financial Disclosures (TCFD) information provides an overview of our strategy and approach to climate-related risks and opportunities, including how our robust enterprise risk management process allows for the identification and management of existing and emerging risks, including any climate-related risks.

| <b>GOVERNANCE: Disclose the organization's governance around climate-related risks and opportunities</b> |   |
|--|---|
| <i>Describe the board's oversight of climate-related risks and opportunities</i>                         | <p>Primerica's Board of Directors is ultimately responsible for the oversight of the company's risk management framework, including any risks related to climate change issues.</p> <p>Through a delegation from the Board, the Audit Committee of Primerica's Board of Directors is responsible for the oversight of the Company's risk management framework. The Audit Committee approves the Enterprise Risk Management (ERM) Policy annually and reviews the framework quarterly.</p> <p>The Corporate Governance Committee is responsible for oversight of our environmental, social, and governance (ESG) initiatives. The Corporate Governance Committee receives a quarterly report on ESG initiatives and disclosure enhancements and the Committee shares significant developments with the Board of Directors.</p>   |
| <i>Describe management's role in assessing and managing climate-related risks and opportunities</i>      | <p>Management is responsible for implementing risk management controls, processes and procedures and identifying and managing risk, including any climate-related risks.</p> <p>Primerica's management has formed a Business Risk and Control Committee (BRCC), which regularly monitors risks facing the Company. The BRCC is our governing body for enterprise risk management and internal controls.</p> <p>Primerica's Chief Risk and Compliance Officer manages Primerica's risk management function and is the chairman of Primerica's BRCC. The Chief Risk and Compliance Officer is supported by the Risk Management and Internal Controls Department.</p> <p>Primerica's Chief Executive Officer is a member of the BRCC along with other Primerica senior executives. Members include senior management from key areas of the business. Our Chief Internal Auditor attends each BRCC meeting to observe, offer feedback and assess our framework.</p> |

| <b>STRATEGY: Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material</b> |   |
|---|---|
| <i>Describe the climate-related risks and opportunities the organization has identified over the short-, medium-, and long-term.</i>  | <p>We have identified and track a number of risks through our risk management process, some of which are already being impacted by climate change issues, and others could be impacted by climate change issues in the medium to long term. Those risks include:</p> <ul style="list-style-type: none"> <li>• Disaster Recovery/Business Continuity</li> <li>• Reputation</li> <li>• Underwriting Decisions</li> <li>• Investment &amp; Liquidity</li> <li>• Investor Relations</li> <li>• Regulatory</li> </ul>  |
| <i>Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.</i>   | <p>Disaster Recovery/Business Continuity:</p> <ul style="list-style-type: none"> <li>• We have developed and implemented a company-wide Crisis Management Plan, which describes the process by which we will respond when a major event threatens to harm our organization, our stakeholders, or the general public</li> <li>• Potential crisis situations covered by the Plan include environmental disasters that might be exacerbated by the impacts of climate change, including storms, tornadoes, hurricanes, floods, and droughts</li> <li>• Critical elements of the Plan include the location of relevant operating procedures, incident assessment guidelines, evacuation procedures, crisis communications, and site containment and recovery</li> <li>• When a severe weather event is anticipated, our security team monitors reports from the National Weather Service and local news for updates</li> <li>• We have a weather incidence call tree for department heads and managers, and the capability to send out mass alerts to all staff via the Vibe text system</li> </ul> <p>Reputation: We ensure that our product mix offers clients the opportunity to invest in products and services that specifically address environmental risk and responsibility. See "Responsible Product Offerings" on page 8 of this report for details regarding the ESG-related investment options that we make available on our managed accounts platform.</p> <p>Underwriting Decisions: We consider the potential impact of climate change on the products that we sell. See "Business Pricing" on page 30 of this report for insights into how we consider environmental factors that might impact health, and therefore our pricing assumptions and underwriting practices.</p> <p>Investment: We expect our third-party investment advisor to consider all relevant investment risk, including those that might relate to climate change. See "Responsible Investment Policies and Practices" on page 9 of this report for more detail.</p> <p>Investor Relations: We communicate and engage with our investors on ESG issues regularly, including through the publication of an annual Corporate Sustainability Report, ESG Snapshot, and Sustainability Accounting Board Standards (SASB) disclosure and through annual outreach. See the Corporate Sustainability section of our Investor Relations website at <a href="https://investors.primerica.com">https://investors.primerica.com</a> for more information.</p> |
| <i>Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</i>  | <p>We have retained a third-party consultant to facilitate a climate risk materiality assessment. That assessment is expected to be completed in early 2022.</p>  |

# APPENDIX C (CONTINUED)

| <b>RISK MANAGEMENT: Disclose how the organization identifies, assesses, and manages climate-related risks.</b>  |   |
|---|---|
| <i>Describe the organization's processes for identifying and assessing climate-related risks.</i>   | <p>On an annual basis, Primerica identifies and assesses its material risks and strategic goals. Material risks are documented by our Risk Management and Internal Controls Department, mitigating controls are defined, and risks are assigned to an enterprise risk owner. Risks are discussed at the BRCC by the enterprise risk owners and presented to Primerica's Board.</p> <p>Ownership of each risk is assigned to a specific Board Committee or the full Board for quarterly oversight purposes.</p> <p>Any emerging risks are identified by management through our risk management process.</p>  |
| <i>Describe the organization's processes for managing climate-related risks, and how those processes are integrated into the organization's overall risk management.</i>  | <p>Management is responsible for ensuring that appropriate risk management is carried out in the business lines, including any climate-related risk management, promoting a strong culture of risk management within each business unit or department, identifying all known and emerging risks, recommending appropriate risk limits for identified risk exposures, and developing programs that monitor and test controls, and report on any opportunities for control enhancements.</p> <p>A senior executive has been identified as the enterprise risk owner for each of the Company's enterprise risks, including all risks that might be impacted by climate change issues. In addition, a senior business leader has been identified as the intermediate risk owner for each intermediate risk. Each enterprise risk owner reports his or her assessment of the relevant risk to the BRCC quarterly.</p> <p>Our investment committee is responsible for managing investment portfolio risk, including any risks that might related to climate change. The committee has direct oversight over our investment advisor. Our Treasury function receives portfolio credit reports from our investment advisor as needed to review specific issuers, which include environmental risk analysis for relevant corporate issuers.</p> |
| <b>METRICS AND TARGETS: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.</b>   |   |
| <p>We retained a third-party consultant to calculate our Scope 1 and Scope 2 greenhouse gas emissions ("GHG") for 2020, which are listed below. With the vast majority of our employee workforce operating in a remote "work from home" environment since March 2020 as a result of the COVID-19 pandemic, we expect our GHG emissions to be relatively low for 2020 and 2021. We plan to repopulate our facilities in 2022, after which we anticipate that our GHG emissions will increase to a more normalized full year level.</p> <p>Scope 1 GHG Emissions (metric tons CO2e): 540<br/>           Scope 2 GHG Emissions (metric tons CO2e): 4,338</p> |   |

