

COVID-19: Vendor/Client FAQs

March 30, 2020

1. Does your company have a documented pandemic plan to assist with a potential coronavirus outbreak?

- Yes. Voya has comprehensive business continuity plans, and we are following our protocols for extreme events, such as a pandemic.
- We continue to test our business continuity plans to ensure we protect the health and safety of our employees and their families, mitigate business and operational disruptions for our customers, and responsibly carry out our regulatory and contractual obligations. Executive leadership maintains oversight and governance for the program.

2. Describe how your firm's BCP addresses a situation such as COVID-19?

- Pandemic planning and response is an integral component of our overall business continuity program and includes:
 - Activation of the pandemic crisis management team, which includes representation from the business resilience office, human resources, security, legal, facility management, business unit leads, IT, communications and travel.
 - Identifying critical business functions and the staff required to operate these functions
 - Coordinating support and services with external individuals, agencies, and health care providers, as appropriate
 - Establishing work-from-home capabilities, cross-training of staff, alternative work-site arrangements and other adjustments to work practices as appropriate
 - Complying with local, state and federal laws and regulations
 - Working with local, state and federal public health partners
 - Working with vendors/contractors to ensure they are taking proactive steps to minimize risk and exposure to Voya employees and work sites
 - Providing personal protective equipment and supplies (i.e., hand sanitizer, tissues, no-touch disposal receptacles, etc.) at work sites as needed

3. Who has governance and oversight of the plan, including identifying the critical members of a response team?

- Executive leadership maintains oversight and governance for the program. Voya has an established business continuity program that includes pandemic planning to ensure we protect the health and safety of our employees and their families, mitigate business and operational disruptions for our customers, and responsibly carry out our regulatory and contractual obligations.
- Overall coordination, guidance and compliance monitoring for business continuity across Voya is a centralized function. The business continuity policy requires all plans to be reviewed and tested regularly.
- The pandemic crisis management team includes representation from the business resilience office, human resources, corporate security, legal, facility management, business unit leads, IT, communications and corporate travel.

4. Are you testing your plan to ensure that the policies, processes, and procedures are effective?

- The business continuity policy requires all plans to be tested at a minimum annually. Testing and exercises were successfully completed within the last year for the following:
 - Data center recovery
 - All-employee notification testing
 - Work-from-home testing
 - Crisis management exercise
 - Business continuity plan walkthrough
- Based upon the implementation of our overall business continuity plan, our successful testing, and level of preparedness, Voya remains confident in our ability to manage the COVID-19 pandemic.

5. Please describe all contingency strategies to transfer work and work remotely to minimize interruptions to service.

- Voya has a robust work-from-home strategy and technology capabilities for our teams to be fully functional while working remotely. We have encouraged all employees to work from home, and they are performing their responsibilities without issue. In our Retirement business, our websites and mobile application are always available 24x7 and cover a variety of self-servicing needs.
- Additionally, we have customer service operations in numerous locations and, should call center staffing be impacted in one location, we will adjust staffing levels in other locations to maintain support of our clients and participants.

6. Are your employees properly equipped to work from a remote location if necessary?

- Yes. In advance of this situation, we tested our remote capabilities and conducted a number of work-from-home tests with employees to ensure they could access the resources and technology platforms needed to perform their jobs.

7. Have you developed a communication plan to effectively communicate with consumers and vendors, and to deliver important news and instructions to employees, along with establishing forums for questions to be asked and addressed?

- We have a comprehensive communications plan within our pandemic plan that includes an active internal site for employees with the latest news, policies and information related to COVID-19. We provide employees with daily articles, emails from senior management, regular conference calls and webinars to communicate news and resources regarding COVID-19.
- Externally, our client-facing teams have been proactively conducting outreach to provide them with an update on Voya and/or to assess their business needs and concerns. We have also been sharing information on Voya's social media channels.

8. What steps are you taking to minimize the risk of your employees being exposed to the virus?

- We have encouraged all employees who have work from home capabilities to do so.
- We have asked employees to restrict their domestic travel to other Voya offices and client sites. And we have banned international travel.
- We instituted travel and self-quarantine procedures, requiring employees and on-site contractors to report any recent or upcoming international travel by themselves or their household members to any country listed as level 1, 2 or 3 by the CDC.
- Through June 30, we will postpone or modify large meetings as well as non-essential travel between Voya offices. Additionally, we are offering our clients the option of phone and video conference meetings as an alternative to in-person meetings. We will fully respect any policies or procedures you have put in place to protect the wellbeing of your own employees.
- For each of our sites, we are taking guidance from the CDC and local health authorities and have increased cleaning and sanitizing measures.

9. How are you treating employees who may have been exposed?

- Employee health and safety is a top priority for Voya. Employees who may have been exposed are required to self-quarantine for 14 days. We are also asking them to monitor their health closely and to seek immediate medical attention should they experience any COVID-19 symptoms.

10. Have any of your employees tested positive for COVID-19?

- We decline to discuss medical information regarding Voya employees. Voya has an established business continuity program that includes pandemic planning. With the global spread of COVID-19, we have activated that plan to ensure we protect the health and safety of our employees and their families, mitigate business and operational disruptions for our customers, and responsibly carry out our regulatory and contractual obligations.

11. Have steps been taken to address any potential impacts associated with third parties that support your operations?

- Yes. We have reviewed agreements and practices of vendors and companies that provide contract or temporary workers to Voya Financial, to ensure those organizations: have illness-monitoring programs; agree to take proactive steps to prevent their workers from bringing COVID-19 into Voya Financial workplaces; and agree to immediately contact Voya Financial should one of their employees pose a potential or actual threat of COVID-19 at Voya Financial worksites.

12. To date, has your firm been materially impacted by the current outbreak of COVID-19?

- No. Voya has an established business continuity program that includes pandemic planning to ensure we protect the health and safety of our employees and their families, mitigate business and operational disruptions for our customers, and responsibly carry out our regulatory and contractual obligations.

13. What are your procedures for communication with your vendors and essential staff if you incur an impact?

- When necessary, we communicate to our suppliers via email using the email address on file in Voya's supplier portal. Supplier's may view or edit their email address on file by accessing Voya's Supplier Portal.

14. Is Voya dependent on third-parties and/or outsourcing partners to support its business operations?

- Like many other financial institutions, Voya does rely on third-party service providers to support critical functions across multiple operating units, including Information Technology, Operations and Finance.

15. How does Voya manage business disruptions from third-party service providers?

- Voya has a dedicated Business Resiliency Office (BRO) that is responsible for managing the crisis management and business continuity program. Additionally, the BRO works closely with the various functions across the company that helps govern and provide oversight for vendor performance like Sourcing, Vendor Management, Third-Party Risk Management and Information Security. Collectively, the team manages and ensures that business disruption from third-parties is actively mitigated through business continuity and recovery plans.

16. How is Voya mitigating the operational impacts from COVID-19?

- To mitigate these impacts operationally, Voya has activated its Crisis Management Team (CMT) through our Business Resiliency Office (BRO). The CMT meets frequently and senior leadership is fully engaged in our response. Voya has taken action to protect the safety of employees, contractors and their families, including work from home arrangements, restrictions on business travel and isolation in the event of possible exposure. We constantly monitor updates from federal, state and local authorities, including the Centers for Disease Control and Prevention, and adjust our approach accordingly.

17. Is Voya going to have to make cuts to its own workforce?

- At this time, we are not considering staff reductions as a result of COVID-19. Ongoing plans to manage our expenses, including those that preceded the impact of COVID-19 (e.g., Enterprise Transformation initiatives), are unchanged. As events unfold over the coming weeks and months, we will continue to manage our business to ensure we best balance the interests of all stakeholders.

18. Voya has been pushing aggressively to cut costs. Is this going to have a financial impact on Voya?

- Our plans to grow as a company are unchanged – we are continuing to focus on growing Retirement, Investment Management and Employee Benefits to serve the workplace and our institutional clients.
- We will also continue to advance our Enterprise Transformation work to achieve our target of at least \$250 million in cost savings by the end of 2020, which is an important part of our plans. We are also currently assessing the need for cost savings associated with the sale of the Individual Life business and other closed blocks.

19. How will mail be routed if Voya associates can't physically be in the office?

- The mail operations' business continuity plan entails forwarding physical mail to another site via the U.S. Postal Service in the event a Voya mail site becomes inoperable. Forwarding to another location may result in a delay, but ensures our ability to continue to operate.

20. What's your communication process to alert clients of office closures/BCP implementation?

- Each Voya business has tools across several channels to inform customers of office closures and related incidents. Tools can include emails or calls to customers as well as posts on customer-facing Voya web sites and social media.

Products and services offered through the Voya family of companies.

© 2020 Voya Services Company. All rights reserved.

CN1125700_1220