



GLACIER BANCORP, INC.

Montana, Idaho, Utah, Washington, Wyoming, Colorado, Arizona & Nevada

Community and Social Responsibility Report

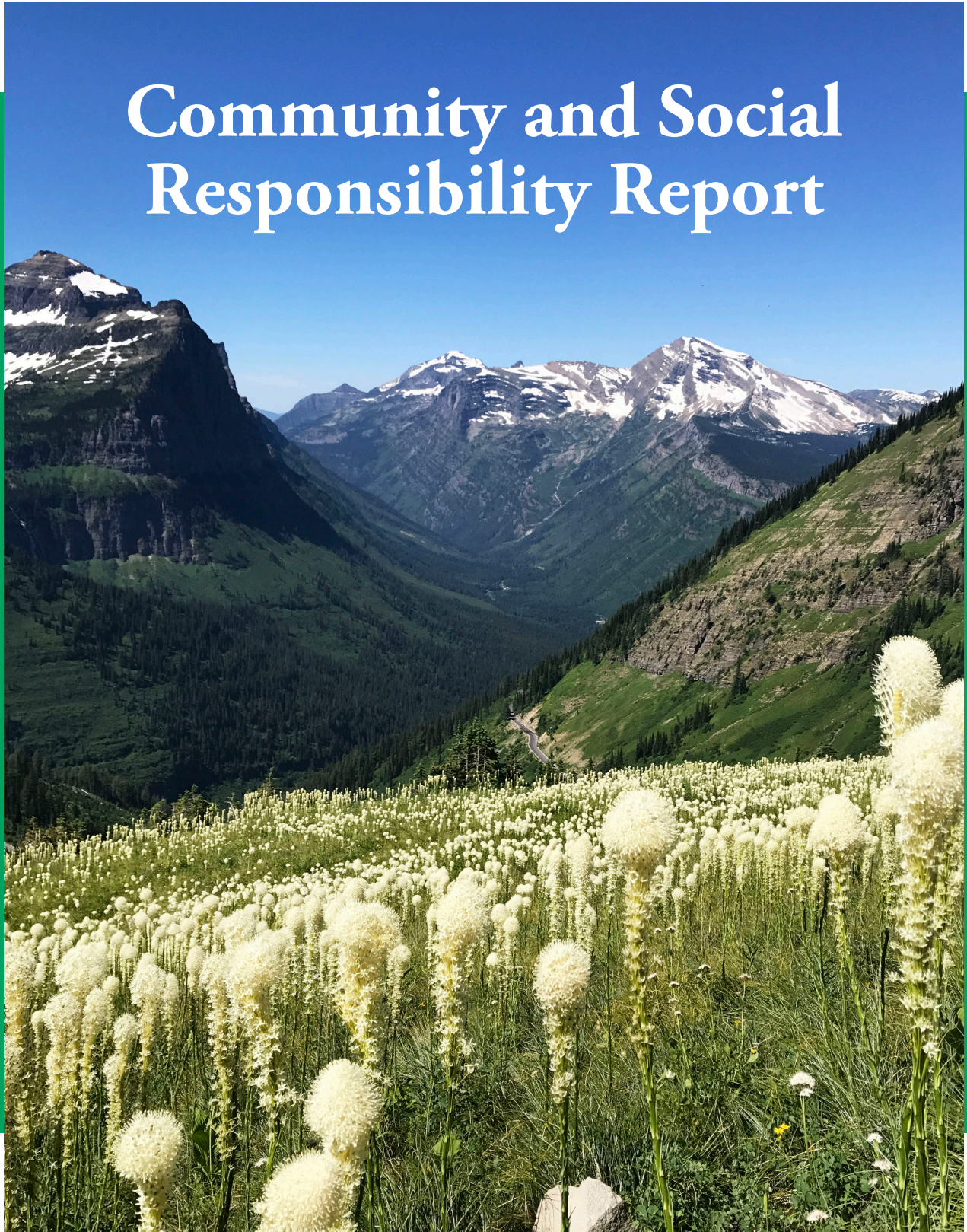


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A Letter From Our President and CEO



In 1955, Glacier Bancorp, Inc.'s story started with one location and a commitment to serve our customers and community. Today, as a company of 16 bank divisions across eight Western states, we uphold that commitment as we provide commercial banking services to over 140 communities through 181 offices.

Our culture is built on local, community-based banking. Each of our 16 bank divisions retains their unique identity through local decision making and regional distinction. We

know that every employee is key to our success, which is why we provide an inclusive, team-oriented workplace coupled with generous benefits and ample opportunity for professional development and advancement.

Headquartered in the backyard of beautiful Glacier National Park, much of our culture is shaped by the great outdoors and the stunning natural beauty that surrounds us. With 18 national parks in the eight states where we do business, and open spaces within sight of most branches, enjoying and preserving our environment is of utmost importance to us.

Service to community is also a core value. In all the communities we serve, our people take great pride in giving back through volunteer hours, donations, financial foundation classes, investments, and community development loans. We believe it is our responsibility to better the places we call home.

In this inaugural Community and Social Responsibility Report, we are pleased to share with you the story of Glacier Bancorp, Inc. and our continued commitment to excellence in each of these areas.

With gratitude,

Randy Chesler
President, CEO
Glacier Bancorp, Inc.



OUR VISION

We are a family of banks whose unique local presence reflects the communities we serve. We welcome the opportunity to grow and change as our customers and communities do the same, recognizing that our company has flourished because we've remained close to our customers and deeply rooted in our communities. This core distinction will not change.



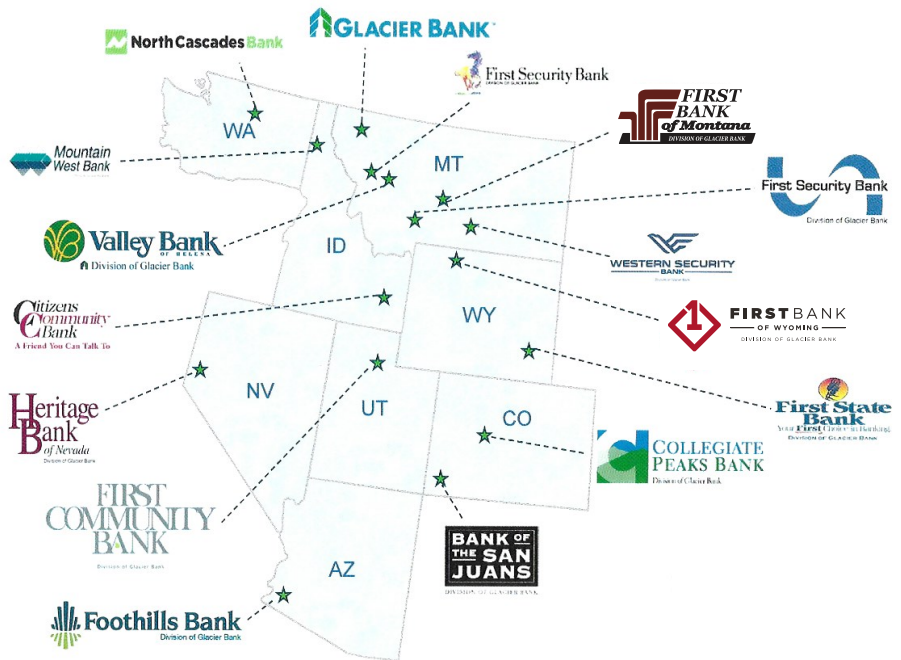
OUR NAME

Our name is inspired by nearby Glacier National Park, a stunning landscape of mountains, lakes, and wild country we are deeply impacted by and privileged to enjoy and steward.



Who We Are

Glacier Bancorp, Inc. ("GBCI") is the parent company for Glacier Bank and its 16 bank divisions. We pursue a community banking philosophy, emphasizing personalized service combined with the full resources of a larger banking organization. Community banking is central to our business model and to our value system. We believe our communities are best served by local division leaders and their teams making decisions about how to best meet the needs of their customers and communities.



Humble Beginnings

Formed by five businessmen in 1955 as First Federal Savings and Loan Association, Glacier Bancorp, Inc. began with two employees and \$172,000 in deposits from 127 local citizens. Over the last 65 years we have grown into a family of banks with 16 divisions spanning eight Western states. We still believe community banking, maintaining a community bank's independence, and great people are keys to our long-term success in serving local customers and communities.

TOTAL ASSETS
\$13.7
BILLION

TOTAL LOANS
\$9.5
BILLION

TOTAL DEPOSITS
\$10.8
BILLION

181
LOCATIONS

248
ATMS

16 BANK
DIVISIONS

3,046
EMPLOYEES

**Current as of December 31, 2019*



IN JANUARY 2020, FORBES RANKED GLACIER BANCORP, INC. #9 IN AMERICA'S BEST BANKS



Corporate Responsibility

As a family of banks, we are committed to investing in our customers, communities, and employees, and stewarding the beautiful places we call home. We believe these things are our corporate responsibility, and always have been. We are excited to share details of how we are meeting and exceeding Environmental, Social, and Governance standards across our company.

WHAT MATTERS



COMMUNITY

Our company model is community-based for a simple reason - we believe in and support the people and places where we live. We are committed to making a difference in our communities through volunteer hours, donations, investments, community development loans, and financial foundation classes for adults, small businesses, and schools.



PEOPLE

Our employees are our most valuable assets and we are committed to investing in each person by offering robust benefits, wellness programs, and opportunities for professional education and career advancement. We are committed to a team-oriented workplace of dignity and respect, focusing on a culture of diversity and inclusion.



ENVIRONMENT

Located in some of the country's most beautiful places, we take seriously our responsibility to model sustainable business practices. We are continually seeking ways to improve our stewardship of the environment through recycling programs, resource conservation, empowered employees, construction evaluation, and more.



INTEGRITY

We believe strong governance and business ethics are essential to our success and ability to generate long-term shareholder value. We maintain an independent board committed to good business practices, transparency in financial reporting, a whistleblower policy, and corporate governance with the highest standards for honesty and integrity.

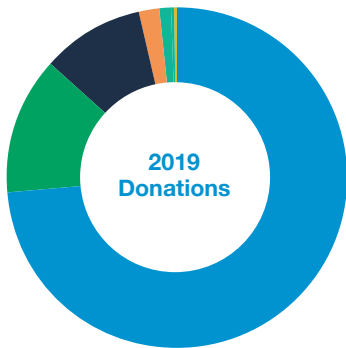


RESPONSIBILITY

We are committed to protecting the privacy of those who entrust us with their personal information. We employ detection and response mechanisms designed to contain and mitigate risks, maintaining a robust information security program that is regularly reviewed, tested, and updated.

Community Impact

Serving our communities is a core value. We believe it is our responsibility to use our resources and areas of expertise to help make our neighborhoods the very best places to live and work. We are dedicated to doing so through volunteer hours, charitable donations, community development loans, financial foundation courses, and investment into affordable housing, early childhood development and education, and small and microbusiness loan programs.

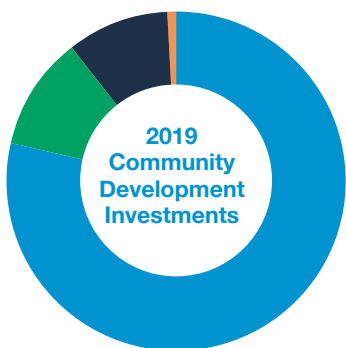
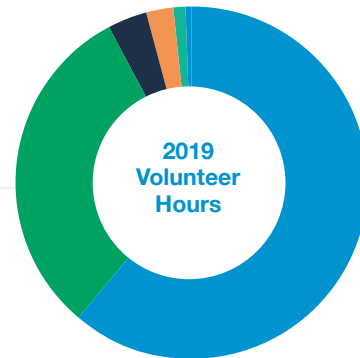


623 DONATIONS TOTALING \$1,724,261

Community Service	\$1,352,344
Economic Development	\$183,200
Affordable Housing	\$141,017
Revitalization/Stabilization	\$26,000
Other	\$21,350
Underserved/Economically Disadvantaged	\$350

10,997 INDIVIDUAL EMPLOYEE SERVICE ACTIVITIES TOTALING 27,054 HOURS

Community Service	16,592 Hours
Other	8,543 Hours
Affordable Housing	928 Hours
Economic Development	720 Hours
Revitalization/Stabilization	271 Hours

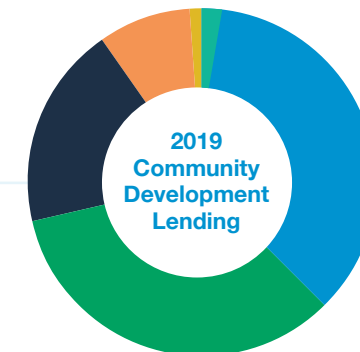


22 INVESTMENTS TOTALING \$37,579,956

Affordable Housing	\$29,579,556
Economic Development	\$4,100,000
Community Service	\$3,650,400
Underserved/Economically Disadvantaged	\$250,000

110 LOANS TOTALING \$189,821,521

Economic Development	\$69,592,005
Affordable Housing	\$62,868,601
Revitalization/Stabilization	\$34,698,114
Community Service	\$15,959,557
Other	\$4,983,244
Underserved/Economically Disadvantaged	\$1,720,000



Financial Foundations

Financial Foundations courses assist adults, small businesses, and students in achieving long-term financial well-being.

ADULTS

488 community members completed 8,200 Financial Foundations for Adults modules

SMALL BUSINESS

76 small business entrepreneurs completed 226 Financial Foundations for Small Business modules

SCHOOLS

5,889 students from 107 schools completed 15,112 hours of learning in the 2018-2019 school year

Credit Builder Loans

Credit Builder Loans are offered to customers who are either trying to build good credit or repair poor credit. In 2019, we originated 233 loans totaling \$177,500. These loans were all between \$500 and \$1,500 and included a rate reduction of two percentage points for completing Financial Foundations for Adults.



"We are proud of our efforts to give back to the communities in which we serve, and consider it a privilege to help make a difference."

-Randy Chesler, President and CEO, Glacier Bancorp, Inc.

Making a Difference

Project SEARCH

Senior Vice President and Human Resources Manager for the Mountain West Bank division, Amy Reynolds, is passionate about making a difference not only in company culture, but in her community. Under Amy's leadership, Mountain West Bank has the privilege of providing business internships through Project SEARCH, a high school transition program that provides education and training to young adults with intellectual and developmental disabilities.

"I am very fortunate to work for an organization that is as passionate as I am about Project SEARCH," says Amy. "Our employees volunteer to help with mock interviews and are business mentors as well. Business mentors are paired with an intern and offer advice and guidance throughout the year. It has been a very meaningful addition to our program."

Amy is currently the Business Advisory Council Lead for the Project SEARCH Program based in Coeur d'Alene, Idaho, and was invited to present at the Annual Project SEARCH Conference in 2019. At the conference, she

provided her expertise on how to successfully develop connections in local business communities to secure internship opportunities for students enrolled in the program.

"My favorite part of being involved with Project SEARCH is to witness firsthand the progress that each and every intern makes from the start of the program until their graduation," Amy says. "I love seeing interns reach their goals - goals that others may take for granted like getting a job, getting to and from work, and getting a driver's license. Most of the interns with Project SEARCH assumed they would never work at all, but with this program they have the opportunity to learn the skills and gain the confidence to secure a job."

Project SEARCH instructor Theresa Moran believes Mountain West Bank has had a tremendous impact on the program.

"Mountain West Bank has helped Project SEARCH in so many ways," Theresa says. **"Our program has had a 50% improvement in employment outcomes since 2018 with the involvement of Amy Reynolds and the team at Mountain West Bank.** Amy and her team have helped connect our interns to good jobs in our

community through her network of HR managers. They have helped with community connections, mock interviews, hosting business mentor lunches, and with conference travel. Project SEARCH is so appreciative of all the time and talents that Mountain West Bank has provided to us.”

As the HR Manager of Mountain West Bank, Amy has also inspired a positive company culture, with Mountain West Bank earning recognition as the **Best Place to Work in Idaho** for the past two years.



Jackie Hinkelmann and Amy Reynolds, Mountain West Bank

“ I did an internship at Mountain West Bank through Project SEARCH. I told my instructor, Theresa, my dream job was to work in an office. Theresa and my job coach Abbie helped me get to where I wanted to work. It took a lot of working hard and learning the skills that I needed to work at the bank, and they helped me get to where I am today. I can't thank them enough for always helping me and never giving up.

- Jackie Hinkelmann, *Project SEARCH graduate and Office Clerk, Mountain West Bank*

Day of Caring

Every year, Mountain West Bank closes for the Day of Caring – one designated day where employees volunteer time for projects in the community. In 2019, employees from Nampa, Boise, and Meridian, Idaho worked with an organization called Sleep in Heavenly Peace to build bunk beds. These beds were given to children who, many for the first time in their lives, would move from sleeping on the floor to having a bed of their own. Mountain West Bank also donated \$5,000 to the organization.

“We just love this organization and what they are doing. As a community bank, it's really important for us to continually help improve the community. There is so much need out there for volunteers, donations, and so on. These projects make a huge difference to the organization we're helping out.” - Dan Price, Community Banking President

LOCAL LOVE FOR OUR DIVISIONS

BANK OF THE SAN JUANS

- Pueblo West Chamber of Commerce Business of the Year 2019
- Region 9 Economic Development District of Southwest Colorado Lender of the Year 2019

CITIZENS COMMUNITY BANK

- Idaho State Journal: Reader's Choice Award, Best Bank 2019
- Idaho Housing & Finance Association: Top Loan Originator in Southeast Idaho for 3rd Quarter 2019 - Dave Christensen
- Greater Idaho Falls Chamber: Business of Distinction - Financial Services Award
- Pocatello-Chubbuck Chamber of Commerce: Beautification Award - Quinn Branch
- Old Town Annual Awards - President's Award

FIRST SECURITY BANK OF BOZEMAN

- Best Bank in Bozeman 2019
- Best Financial Institution of Big Sky 2019
- United Way Community Impact Award 2019

FIRST SECURITY BANK OF MISSOULA

- United Way's Sue Talbot Award for Outstanding Community Service 2019
- Best Financial Institution in the Bitterroot Valley 2019
- Western Montana Fundraisers Association Outstanding Corporate Philanthropy 2019
- Missoula Chamber of Commerce George Award 2019

FIRST STATE BANK

- Goshen County Chamber of Commerce Star Employee Award 2019

FOOTHILLS BANK

- Quad Cities Business News Best Bank 2019

GLACIER BANCORP, INC.

- Montana Small Business Administration Leading Lender 2019
- America's Best Banks #10, Forbes 2018
- VISA Global Service Quality Award, VISA International
- EverFi Financial Capability Innovation Award
- Top Banks based on Performance Score, Bank Director Magazine
- America's Best Banks 2017, Forbes
- Innovation in Financial Education Awards, Nasdaq and EverFi
- Axios Systems' Innovation of the Year Award
- Number One SBA Lender in Montana, U.S. Small Business Administration

GLACIER BANK

- Best of the Flathead – Best Bank 2018-2019
- Best of the Flathead – Best Teller 2018-2019
- Best of Whitefish – Best Financial Institution 2019
- Best of Whitefish – Best Community Event 2018
- Best of the Best Butte – Best Financial Institution 2018

MOUNTAIN WEST BANK

- Idaho Mountain Express's Best Bank in Sun Valley 2018 – 2019
- Best Places to Work in Idaho 2018 – 2019
- North Idaho Business Journal Best Bank of 2018 – 2019
- Bonners Ferry Herald Best of Boundary County Best Bank 2018-2019
- Bonner County Daily Bee Best Bank 2018 – 2019

VALLEY BANK OF HELENA

- Best Financial Institution annually for the last 21 years
- Business of the Year - 2016

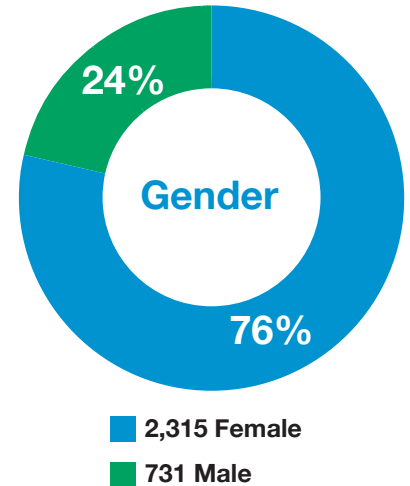
People Focus

We believe our people are the key to our success.

We pride ourselves on maintaining a thriving workplace culture built by investing in our people so they can invest in our customers and communities. Every one of our 3,046 employees are doing important work and, because we understand the exceptional value our team members bring, we are dedicated to creating unparalleled opportunities for personal advancement and professional growth.

We recognize the value that a diverse mix of backgrounds, skills, and abilities can bring. We strive to increase diversity in our organization and to include and utilize employees to the maximum extent possible in balance with financially safe and sound business practices.

Recently we were selected by the American Banking Association (ABA) to participate in a new Diversity, Equity, and Inclusion Advisory Group beginning in 2020. The strategy of the group is to create, broaden, and sustain diversity, equity, and inclusion efforts in the banking industry. We are excited to utilize new education materials and strategic partnerships to help our DEI programs at GBCI come to fruition.



“ Glacier Bancorp, Inc. (GBCI) and First Bank of Wyoming provide veterans the key resources and tools not only for professional success but also in personal transition. As a 22-year Air Force veteran, there were many traits and values I was looking for upon transition from service in an organization. GBCI has exceeded all my hopes when it comes to these core expectations. They understand veterans bring many skills from the military that easily translate into our business. GBCI is a company that goes far beyond just saying they support our military, but they actually appreciate the skills our veterans possess and put us in a position to succeed personally and professionally!

– Chad Staggs, *Air Force Veteran and Human Resources Manager, First Bank of Wyoming*



Financial Benefits

- Free and/or discounted banking products and services
- 401(k) retirement plan with immediate vesting and employer matching contributions
- Free financial education opportunities
- Profit sharing

Education

We recognize that initial training and ongoing education are vital to fulfill our mission and purpose. We strive to offer comprehensive, multidisciplinary education opportunities to increase the skills and knowledge of our employees and leaders including:

- Master Education in Banking or Finance from the Pacific Coast Banking School
- Tuition and other expense reimbursement for job-related education
- Sponsorship for continuing education in:
 - Leadership Development
 - Executive Management
 - Women in Banking

Health and Wellness

Our employees' overall health and well-being is a top priority. It is our goal for everyone to experience a high quality of life at work so they can have quality time with their families and communities. In the past four years, our employee population has increased 37% (over 800 employees) with no increase in workers' compensation claims. In 2019, 808 employees completed 14,879 Financial Foundations Employee Wellness modules to enhance their personal financial well-being.

In addition to comprehensive medical, dental, and vision benefits, employees can also earn financial rewards for participating in the GBCI Wellness Program. Over the past three years, we have seen a 55% increase in employee engagement in our wellness program. We are proud of this progress and honored to receive awards from the American Heart Association for our program.

Training

As part of the design of our unique business model, each bank division employs Trainers that provide day-to-day support and resources to ensure employees have everything they need to succeed. Currently, we have over 40 Trainers certified through the Interaction Certified Bank Training Professional program that deliver engaging, evidence-based classes with measurable objectives and outcomes.

We are also committed to supporting our new and emerging leaders in their supervisory and management roles. Our Let's LEAD program offers ongoing training to further develop a culture of teamwork, performance, and work/life balance. Let's LEAD is wrapping up its third year providing training on topics such as personality styles, civility in the workplace, employee engagement, creating strong teams, interviewing and hiring, time management, employment law, and unconscious bias. Over 150 current Supervisors and Managers have completed the series.

In addition to the above programs, we also offer training via a multitude of webinars and podcasts on a wide variety of topics.



We've built a learning environment at Glacier Bancorp, Inc. that empowers and educates employees so they can thrive in their jobs. We focus on providing training for leaders who train and support our employees. We see education as the path to continuous improvement and strive to lessen the impact of large projects and changes, so employees can have a positive experience and focus on our customers.
- Sunny Guild, M.Ed., CBTP, Corporate Training Manager

WELLNESS AWARDS

SILVER AND BRONZE AWARDS

Workplace Health Achievement Recognition from the American Heart Association

EARLY ADOPTER

Workplace Health Achievement Recognitions, American Heart Association

GOLD AWARD

Outstanding Achievement in Worksite Health Promotion, Montana Department of Public Health and Human Services



Advancement

Glacier Bancorp, Inc. is committed to providing internal career opportunities for our employees. Several of our bank divisions have progression programs to support entry level employees in finding a career path. For example, the Retail Front Line Progression Plan at the Bank of San Juans gives new and existing employees the opportunity to progress to three levels as a Customer Service Representative, New Account Representative, and on to a Personal Banker position. This program and other similar programs help retain staff and reaffirm that every retail position is a very important position at the bank.

Additionally, our internal job portal is designed to help facilitate promotions and transfers by providing all employees information about current jobs available. In 2019, 18% of our jobs filled were internal career advancement opportunities exclusively available to our employees.

Recognition

Each division recognizes outstanding employees with awards and unique engagement opportunities, such as:

- Employee of the Month
- Employee Longevity Awards
- Department Teamwork Awards
- Presidents Award
- Employee Awards for Job Performance, Taking the Lead, Rising Above, and Exemplifying Core Values
- Volunteer Ambassadors
- Safety Ambassadors

FROM OUR EMPLOYEES



“What I like most about working at GBCI is the collaborative team all striving for one critical goal. That goal is to provide the best customer service for our banking customers in both small and large communities. It allows me to provide a clear directive to my team to always put customer service as the top priority, no matter what project we are working on. - Steven, *Business Applications Manager*

“North Cascades Bank (NCB) has given me such an incredible opportunity to live my dreams and follow in my dad’s footsteps as a banker. I did not have any banking experience when I first started working for NCB, but I could easily tell that I was meant to work for this company from the moment I walked into this bank. I started as a part-time Teller and now I am a Personal Banker. I wouldn’t be where I am today if it wasn’t for every single one of my NCB family members who supported me through my journey. North Cascades Bank has provided an environment for growth, advancement, and allowed me to build relationships with my colleagues and our customers. NCB is a great community bank that truly cares about their customers and employees and goes above and beyond to help our clients. - John, *Personal Banker*



“Since I came to work for Citizens Community Bank (CCB) 21 years ago, I knew I landed in a great spot. CCB is an organization that truly cares about the communities they serve and their employees. - Francie, *Operations Manager*

Environmental Stewardship

We are dedicated to stewardship of the beautiful places where we live and work. Through continual evaluation and ongoing efforts, we are focused on decreasing our environmental impact through sustainable business practices.

To accomplish this, we are committed to:

- Promoting recycling and resource conservation
- Advocating for sustainability awareness
- Advancing sustainable business solutions
- Empowering our employees to make a difference
- Complying with all applicable environmental regulations
- Evaluating environmental risks in credit lending decisions
- Identifying opportunities for mitigating environmental risks associated with our business practice
- Assessing renovation and construction standards that minimize waste and improve efficiency
- Oversight of sustainability efforts by the Nominating/Corporate Governance Committee of the Board of Directors



Recycling Works

In 2019, First Security Bank of Missoula, a division of Glacier Bank, was one of the founding sponsors of Recycling Works (RW), a Missoula-based company that recycles glass. That year alone, Missoula residents saved 350,000 pounds of glass from the landfill. RW sends the glass to a processing partner who turns it into sandblasting material, home insulation and new bottles. First Security Bank of Missoula is proud to partner with RW as they aim to ship 1 million pounds of glass by the end of 2020 and work with the City of Missoula to produce zero waste by the year 2050.



Corporate Governance

Our Mission

Glacier Bancorp, Inc. strives to be a premier banking franchise delivering community bank values with big bank capabilities. In addition, we continue to position the company as an acquirer of choice among community banks, the employer of choice within each of our communities, and the bank of choice for our customers. We know all of this would not be possible without strong governance dedicated to upholding the highest standard of ethics in our business practices.

Our Board

Strong governance is essential to our sustained success and ability to generate long-term shareholder value, and it begins with our Board of Directors. The board is committed to maintaining an independent board and, to that end, it has been our practice to separate the duties of Chairman and CEO. The board is comprised of nine independent directors and the CEO.

The board is committed to good business practices, transparency in financial reporting, and excellence in all areas. We operate within a comprehensive plan of corporate governance for the purpose of defining responsibilities, setting high standards of professional and personal conduct, and assuring compliance with these responsibilities and standards.

Fully independent board-level committees are responsible for audit, compensation, compliance, nominating/governance, and risk oversight, while oversight responsibility of Environmental, Social, and Governance-related matters rests with the Nominating/Corporate Governance Committee of the Board of Directors.

Our Employees

High standards for business ethics are required for all employees. We want our standard for honesty and integrity to be recognized by our customers as a valuable reason for doing business with us.

All employees are required to abide by our Code of Business Conduct, which covers:

- Civility and Respect in the Workplace
- Injury and Illness Prevention
- Confidentiality
- Competition
- Use of Property, Influence, and Time
- Computer and Technology Systems
- Social Media
- Transactions with Glacier Bancorp, Inc.
- Personal Accounts
- Gifts and Payments
- Conflict of Interest
- Criminal Conduct
- Insider Trading Policy and Procedures
- Training and Education

We also have a Whistleblower Policy which allows for confidential and anonymous reporting of suspected violations to be reported without fear of dismissal or retaliation of any kind.

CORPORATE GOVERNANCE DOCUMENTS AND POLICIES INCLUDE:

- Director Code of Ethics
- Code of Ethics for Senior Financial Officers
- Clawback Policy
- Anti-Hedging Policy
- Anti-Pledging and Margin Account Policy
- Stock Ownership and Retention Guidelines

Social Responsibility

We take seriously the confidence our stakeholders place in us and our responsibility to safeguard data we have been entrusted with. We have multiple safety measures in place to not only protect stakeholder data, but privacy as well.

Data Security

We employ the following measures to ensure data security, including:

- Maintaining a robust information security program that is regularly reviewed, tested, and updated
- Vulnerability and patch management programs
- Incident response planning
- Security monitoring
- Employee training
- Security awareness testing

The Risk Oversight Committee of the board is responsible for monitoring the company's cyber risk management profile and related programs, while the Board of Directors is responsible for approval of related policies.

Privacy Policy

We have a comprehensive policy that details how we protect and safeguard our customer's personal information, including:

- A detailed explanation of how personal information is used
- Types of personal information we collect and share
- Reasons financial companies can share their customers' personal information
- What is and is not shared and why

Bank Secrecy Act/Anti-Money Laundering

We take our responsibility for complying with all applicable Bank Secrecy Act (BSA) and Anti-Money Laundering (AML) laws and regulations seriously. We believe it is our duty to assist law enforcement in stopping money laundering and terrorist financing, and we accomplish this by screening for cyber-crime, human trafficking, elder abuse, OFAC sanctions and more.

Additionally, we maintain a strong compliant BSA/AML program through:

- A firm commitment communicated by the board and corporate leadership
- Quickly implementing modifications in line with regulatory and industry changes
- Requiring that all employees receive annual general and job-specific training
- Ensuring employees are accountable for adherence to the laws and regulations, as well as bank policies and procedures
- Knowing our customers through obtaining, verifying, and maintaining customer information to assist in risk monitoring for unusual activity and behaviors
- Using employee referrals and automated system monitoring and alerts to identify and remove bad actors from among our customers
- Submitting all required reporting, suspicious activity, and information to FinCEN and law enforcement authorities

Ongoing Commitment

The most important component of our company is that we never forget our main purpose, which is our commitment to serve our customers, communities, and employees. These values have not only led us to flourish, but to uphold and continually improve upon Environmental, Social, and Governance principles.

We believe in a promising and bright future for Glacier Bancorp, Inc. as these core commitments remain steadfast.



GLACIER BANCORP, INC.

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