

Investing
today for
a better
tomorrow.



Cover image: At Nihon University Itabashi Hospital, Ritsuto Okano, age 6, plays with his new smart comforting companion, My Special Aflac Duck,[®] which utilizes “feeling cards” and a compatible web-based app to enable the duck to mirror patients’ care routines and express a range of emotions patients may be feeling to help comfort them throughout patients’ cancer treatment journey.

In this document, we may refer to Aflac Incorporated’s businesses collectively as “Aflac” or the “company,” the company’s U.S. businesses as “Aflac U.S.” and the company’s Japan businesses as “Aflac Japan.”







Matthew Gould

In 2016, at only 13 years old, Matthew Gould was first diagnosed with pediatric T-cell acute lymphoblastic leukemia. During his treatments, Matthew was admitted into the Aflac Cancer and Blood Disorders Center at Children's Healthcare of Atlanta where, like his hero Batman, his quiet strength helped him during his leukemia treatment. In the future, Matthew dreams of a career in the health care industry working in a laboratory so one day he can help patients like himself. Until then, he looks forward to graduating from high school and living a healthy, fulfilled life.

Aflac has contributed more than

\$172 million

to help children with cancer in the U.S. and Japan through 2019.



Amelia Ballard

At only 17 months old, she was diagnosed with acute lymphoblastic leukemia and then again after remission when she was 4 years old. Both times, Amelia received chemotherapy and care from the Aflac Cancer and Blood Disorders Center of Children's Healthcare of Atlanta, where she says her care team treated her like family. Amelia says her experience made her who she is today, and it inspired her to pursue a career in the medical field. Now, Amelia works as a nurse in the Aflac Cancer Center sharing her story and bringing hope to her patients.

Aflac distributed nearly

6,500

My Special Aflac Ducks for children undergoing cancer treatment at about 275 hospitals in the U.S. and Japan through 2019.

A full-page background image of a smiling couple in wedding attire. The man is wearing a black tuxedo with a white shirt and a black bow tie. The woman is wearing a white wedding dress with a lace train. They are both smiling and looking at the camera. A small, fluffy white dog is sitting in front of them, also looking at the camera. The background is a soft-focus outdoor setting with green trees and a white fence.

Carson Hand

At 16 years old, Carson Hand found out he had a Stage 4 undifferentiated sarcoma of the liver, and he underwent six months of chemotherapy. After being cured in 2010, Carson went on to complete his bachelor's degree and master's degree in business. Inspired by the care he received at the Aflac Cancer Center, Carson joined the Aflac team as an independent sales agent in 2015 to begin his career. Outside work, Carson enjoys spending time with his wife, Charlotte, and exploring new and exciting places.

In 2019, employees logged a total of

16,466 hours

of volunteer work in the U.S. – a 7% increase over 2018.

Message from Dan Amos

Chairman and Chief Executive Officer,
Aflac Incorporated



In my 30 years as chief executive of Aflac, I thought I'd seen it all, but I have honestly never seen anything like the events of 2020.

While this report recounts the events that took place in 2019, I would be remiss if I failed to address how 2020 is the year that a virus, a microbe, a mere bug, shut down the planet, extracted trillions from the economy and destroyed or disrupted countless lives. At the same time, as a company whose workforce is about 35% African American, 46% minority and 66% female, the national events taking place cannot go without comment. If ever there was a time to test Aflac's decades-long commitment to our corporate values of social responsibility, business accountability, equality and ethical behavior, this is it.

As Aflac U.S. President Teresa White eloquently said during a 2020 webinar, "You cannot build a culture during a crisis; you build it and improve it in perpetuity." It has long been a guiding

principle of Aflac to take care of our employees, and in turn, they take care of the business. It has also been, dating back to before the civil rights movement, our mission to promote and fight for equality and racial justice for all. Undeniably, 2020 has shown that we should continue down this path.

Next year's Aflac CSR Report will include an analysis of the challenges, achievements, teamwork and, yes, even lessons that emerged from this unprecedented and unforeseeable year. But for the 2019 CSR Report you are now reading, due to matters of consistency, we are obliged to examine and relate progress against corporate social responsibility goals exclusively for 2019.

In this report, you'll find report cards and examples of Aflac's performance on metrics of progressive corporate governance, cybersecurity, gender equity, volunteerism, professional development, philanthropic giving, green initiatives, technological advances, supplier diversity and community support. You'll find the advent of Aflac's journey toward more complete [environmental, social and governance](#) reporting, reflecting our company's long-held commitment to authenticity, honesty and transparency.

These are the stories and actions from our Aflac family in Columbus, Georgia; New York City; Albany, New York; Omaha, Nebraska; Columbia, South Carolina; and elsewhere in the U.S. and throughout Japan. It's an impressive reflection of our work to support stakeholders beyond, and inclusive of, shareholders. It's the detail behind our promise to do right by our employees, customers, partners and communities.

We have always believed that this socially responsible culture is our differentiator, setting ourselves apart in maintaining our record of business success and in attracting and retaining superior professional talent, while welcoming all to a diverse and inclusive work environment.

The community has been good to Aflac, and we intend to be good to our community – not just yesterday, not just today, but also for future generations. We know caring about others is not just a business decision. It's the right thing to do.

A handwritten signature in black ink, appearing to read "Dan Amos". The signature is fluid and cursive, with a long horizontal stroke at the end.

Dan Amos

Message from Fred Crawford

President and Chief
Operating Officer
Aflac Incorporated



For more than six decades, Aflac's forward-thinking leadership has taken seriously its responsibility as a good corporate citizen – to support our communities, take care of the environment and treat our employees, distribution partners and policyholders well.

2019 was an important year of advancing the ball in all areas pertaining to environmental, social and governance (ESG) and operationalizing key initiatives consistent with our vision:

- We built an online [ESG hub](#) designed for investors and others to easily learn about Aflac's ESG performance, goals and strategies.
- We took the first steps in our journey toward carbon neutrality for Scope 1 and Scope 2 emissions.
- We named our first chief ESG officer, who reports to me on these strategic efforts.

While this report focuses on 2019 accomplishments, it's impossible not to recognize that 2020 brings a special set of challenges. The COVID-19 pandemic has served to highlight the importance of our financial strength and risk management. We have taken decisive actions to safeguard the commitment we make to all of our employees, independent sales agents, policyholders and shareholders, as well as the communities where they all thrive.

By way of examples during the COVID-19 crisis, 98% of the U.S. workforce transitioned to a work-from-home environment in a little over two weeks, and at the same time, 75% of Japanese employees were transitioned to work from home.. Those unable to work remotely received continued pandemic leave, so they continued to be paid. Independent sales agents could apply to receive zero-interest loans, within IRS guidelines, to bridge the crisis. Policyholders were granted grace periods on paying premium together with actions to assist in utilizing coverage if the need arises. Communities are benefitting from more than \$10 million in donations supporting first responders in both Japan and the U.S.

The pandemic has also placed further importance on moving to a digital environment, and we are accelerating investment to allow for efficiencies in working from home, expansion of customer self-service and a reduction of the use of paper. While designed to improve the customer experience, these activities also serve to lower our carbon footprint.

I remain proudest of our true defining strength: Aflac's character and consistent record of doing the right thing for our employees and communities long before the concept of corporate social responsibility or ESG. Our character remains strong in the best and worst of times. After all, it has been said that a crisis doesn't create character; it reveals it.

A handwritten signature in black ink, appearing to read 'Fred Crawford', written in a cursive style.

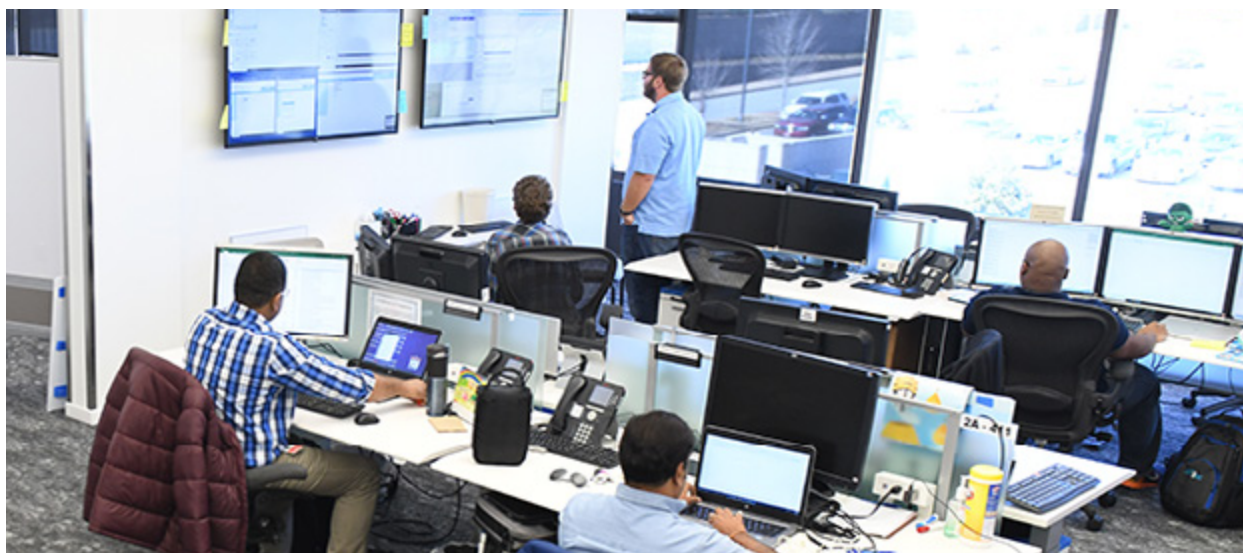
Fred Crawford



Governance

Corporate governance extends beyond compliance and regulation. At Aflac Incorporated, it is an ethical commitment to create a better tomorrow for our stakeholders, employees, customers and communities. Following the highest ethical principles is our true north, providing the framework with which we will continue to succeed.

Balancing purpose and profit



Members of the Aflac U.S. ITC agile team work together to make our business processes more streamlined and improve products for our customers.

At Aflac, being an ethical company is the only way we do business, and how we accomplish that is through an uncompromising corporate governance system built on integrity, which began with our founders.

True governance is measured through transparency, shared responsibility, a commitment to protecting stakeholders and our communities, the difference our products make in the lives of our policyholders and the engagement of our employees. We believe this is a more sustainable approach to business and one that will continue to increase shareholder value.

Simply put, we believe in making a difference while balancing purpose and profit.



Aflac Incorporated's General Counsel Field Day and Tailgate is a highly anticipated team building day filled with fun. From left to right, Tavanisha Shepard, John Hull, Rachel Strouse, Audrey Boone Tillman and Abby Supan stop for a quick break during the festivities.

“Treat everyone with respect and care. It’s who we are at our core – treat each other as you want to be treated. If people want to work at Aflac because they feel like they’re valued as a human – not just an employee, but as a human – that matters to me. That’s the kind of environment we have and continue to build at Aflac.”

Audrey Boone Tillman, executive vice president and general counsel, of Aflac Incorporated

How doing good is good for business: 2019 highlights



More than **10,000 employees** in the U.S. and Japan received ethics training on Aflac's Code of Business Conduct and Ethics.



Aflac Japan committed to **raise the percentage of women in leadership** positions from **17.5% in 2014 to 30% in 2020** and met this goal early – in 2019.



98% of U.S. employees indicated they **value Aflac as an ethical company**, according to the 2019 Aflac Ethics Culture Survey.



Aflac was named to **Points of Light's Civic 50** list of the Most Community-Minded Companies in the U.S. for the second consecutive year.



Our commitment to diversity goes all the way to the top. At Aflac Incorporated, **64% of our board members are ethnic minorities or women**.



More than one-third of the Aflac Japan board of directors is diverse in terms of ethnicity and gender.



Aflac has been recognized as a World's Most Ethical Company by the Ethisphere® Institute for 13 consecutive years – the only insurance company to have received this honor since its inception in 2007.

The Aflac Way, the ethical way

Aflac's commitment to behaving in an ethical, trustworthy manner is best captured by our guiding principles, also known as "The Aflac Way." We uphold these tenets in everything we do, and they represent all aspects of our corporate governance.



The Amos brothers (left to right: Paul S. Amos, John B. Amos and William L. Amos) founded Aflac in 1955.

The seven commitments of The Aflac Way:

Communicate regularly; respond immediately; know your stuff; treat everyone with respect and care; your problem is my problem; shoot straight; and cover the customer, not your behind.

Aflac's code of business conduct and ethics

Our **Code of Business Conduct and Ethics** (code) is based on the same values that constitute The Aflac Way: teamwork, respect, fairness, honesty, integrity and responsibility. These values were instilled in the company more than 65 years ago, and it's our duty to conduct business with them in mind. In doing so, we uphold both the letter and the spirit of the code, ensuring our company provides the same kind of genuine, caring and personal service that our founders set as our standard.

Our code outlines our commitment to our company's stakeholders – our fellow employees, customers, shareholders, business partners and suppliers, as well as our communities, the environment and regulators. Our code shows us the responsibilities we have to these stakeholders and how to go about fulfilling them.

Investing in a sustainable future



Aflac Incorporated invests in a sustainable future for the next generation.

Aflac is committed to a sustainable future that improves lives for generations to come. Our global employees, independent sales agents, and partners share the company's purpose and commitment to ethics, philanthropy, environmental sustainability and a diverse, equitable and inclusive workplace. Aflac governance includes corporate responsibility oversight by the board of directors' [Corporate Social Responsibility \(CSR\) and Sustainability Committee](#).

Aflac's CSR/Environmental, Social and Governance (ESG) Committee, which is comprised of employees and chaired by the chief ESG officer, sets ESG and sustainability performance objectives, monitors implementation and performance of objectives, and oversees progress made toward our social and environmental goals. ESG is strategically integrated throughout all of Aflac.

The ESG Steering Committee at Aflac Japan designed a framework that brings together subsidiary wide information to feed into Aflac's overall ESG initiatives, ensuring sustainable growth. With increased interest in ESG-related issues, Aflac launched an [ESG Hub](#) in 2020, which reports Task Force on Climate-related Financial disclosures and Sustainability Accounting Standards Board disclosures.

Aflac's commitment to ethical decision-making begins with our [board of directors](#), which is guided by seven principal committees: Audit and Risk, Executive, Compensation, Finance and Investment, Corporate Development, CSR and Sustainability, and Corporate Governance. These committees provide a framework based on core values to guide and manage our company in the best interest of our employees, policyholders, investors and communities.

Aflac maintains an active role in the public policy arena, with transparency, the cornerstone of Aflac's communication with stakeholders. In addition to complying with all state and federal regulations, we take additional steps to eliminate obfuscation common to corporate governance. For example, our company has gone beyond Securities and Exchange Commission (SEC) requirements since 2012 by posting our [political activity reports](#) on Aflac.com. Our commitment to transparency engenders trust and confidence, which are critical to our company's reputation.

Investment management

Aflac Global Investments currently has a multipronged approach to ESG investing and continues to evolve our ESG integration processes. Our internal ESG scoring system uses a mixture of E, S, and G external and internal factor indicators to construct a rating for securities. These ESG scores are viewed as supplementary data to the numerous financial metrics we use in our credit underwriting analysis.

Low ESG scores of an issuer will be discussed in a typical credit conversation to determine if it could impact the credit quality or future cash flows of an issuer. We also seek to engage with management teams on ESG issues through our internally and externally managed portfolios whenever possible.

Additionally, we have invested in various green bonds and other [clean energy projects](#) and will continue to look for similar opportunities so long as they meet our strict credit underwriting process and return requirements. Our portfolio also includes investments in real assets that are often exposed to potential climate change-related events, including floods, wildfires and hurricanes. While no investment is guaranteed, our internal investment team and external manager partners generally seek to mitigate risks by relying on third-party experts to conduct engineering and weather analysis and insurance reviews.

Transparency in legal proceedings

In accordance with Securities and Exchange Commission requirements, Aflac discloses all material legal proceedings, other than ordinary routine litigation incidental to the business, in our [Annual Reports](#) on [Form 10-K](#) and [Quarterly Reports](#) on [Form 10-Q](#).

The Aflac Trust: Doing good is good for business

Fraudulent activity costs the insurance industry, and by association policyholders, billions of dollars each year. The Aflac Trust has the mission to deter, detect, and respond to fraud and decrease losses. Our Trust uses education, system controls and investigations to help eliminate fraud.

These fraud prevention measures help protect our customers, employees and investors so we can continue to deliver on our promise to do the right thing.

Aflac Innovation Partners G.K. launched in 2019

Aflac Incorporated launched Aflac Innovation Partners G.K. to pursue investment opportunities overseas and in Japan, mainly in cancer, health tech and insurtech companies. We will engage in investment projects targeting early to late-stage venture companies.

Through these initiatives, Aflac will enhance value for our customers, creating a variety of innovations while seeing opportunities for new growth that provide more stability for our customers and more value for shareholders.

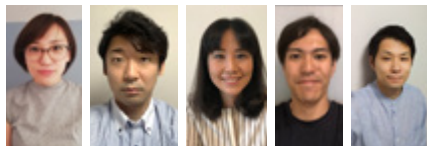
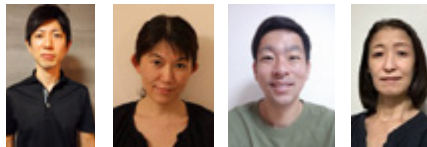


Aflac U.S. senior vice president of compliance Tom McDaniel, on right, and Aflac Japan's international senior vice president and general counsel Andy Conrad, on left, address an audience of business ethics experts at Ethisphere's 2019 Tokyo Executive Ethics and Compliance Roundtable in Japan.

Aflac's CSR Heroes: Striving for a better tomorrow

Agile Promotion Office

CSR Heroes
Tokyo, Japan



Established in January 2019, the Agile Promotion Office (APO) is tasked to promote and implement Agile@Aflac, an agile way of working and honoring our commitment to responsibly serve our customers when they need us most. In addition, APO created a facility called Agile BASE to support employees with the new practices and has released agile tools known as AgileNow, also developing an internal personnel system and governance process. To spread awareness and promote agile among employees across the company, APO also holds events and uses Aflac Japan's internal portal site to share Agile@Aflac videos.

“Customer engagement is the most important principle for our team. We support employees who put agile into practice and deliver greater value to our customers,” says Michihiro Ito, General Manager of Aflac Japan's Agile Promotion Office.

Thanks to their efforts, 51 teams currently are using the agile way of working to generate value in a variety of areas. Examples include enhancing claim filing and premium payment procedures, shortening product development time and improving services provided to Aflac Japan independent sales agents. Agile@Aflac will continue to be expanded to further enhance products and services and quickly provide those to customers.

Kathy Shand

CSR Hero
Columbus, Georgia



Kathy is senior manager of Investor Communications in Aflac Incorporated's Investor Relations department. Kathy is responsible for helping to craft clear messaging at the global level, covering matters related to the company's financial performance as well as its environmental, social and governance matters in both the U.S. and Japan. This includes helping shape communications strategies that reinforce Aflac's commitment to engaging its investors, policyholders and regulators in an open, ethical and transparent manner.

“I was first attracted to work at Aflac years ago after regularly seeing and reading about all of the accolades the company receives. From day one, it became clear to me that the recognition Aflac receives is not merely hype; it's truly

representative of how this exceptional company operates at every level – with transparency, integrity and an unsurpassed commitment to the highest level of ethics,” says Kathy. “It is truly an honor for me to be a part of Aflac.”

With keen commitment to integrity, Kathy has based her career on delivering Aflac's financial and operational messaging in a way that defines Aflac as an organization worthy of being named a World's Most Ethical Company by Ethisphere Institute for 13 consecutive years.

Reducing risk through enhanced cybersecurity

As part of our ongoing investment for a better tomorrow, Aflac's Global Threat Intelligence Program provides critical information regarding global cybersecurity threats and recommends action plans to **protect policyholders' information**.

A dedicated information security team detects and blocks millions of data attacks each month, protecting policyholders and employees. Aflac regularly conducts cybersecurity drills with Aflac U.S. and Aflac Japan teams to ensure policyholder data is protected globally. Every Aflac employee is required to complete privacy and security training, and the security team initiates periodic testing of employees' attention to detail through exercises.

While phishing attempts may continue as the world becomes more connected, Aflac employees are making substantial efforts to protect our informational assets with the help of Aflac's accountability model.

Aflac employees passed

98% of phishing attempt awareness tests.

Continuous innovation to enhance the customer experience

For nearly 65 years, Aflac Incorporated has helped provide financial protection and peace of mind. The company now has more than 50 million customers in the U.S. and Japan. Our highest priority is delivering on our promise to serve our customers accurately and promptly.

Emergencies don't wait. It's our belief that neither should policyholders. When a policyholder or insured gets sick or hurt, Aflac processes claims fast in the U.S. and Japan.

With a wide range of customers, our employees use data and technology to inform policyholders and improve their experience. Recently, we expanded the digital capabilities of our website and mobile device applications and implemented voice recognition in our call centers. Other steps taken include:

- Development of an Innovation Lab by the Aflac Digital Services team that focuses on two key areas: an accelerator, designed to meet customer needs with digital tools, and an incubator, which explores future opportunities for innovation and potential startup partners.
- Aflac Japan leveraged a payment app called LINE Pay to help customers pay premiums in cash anywhere anytime.
- Customer convenience enhancements, such as the provision of Braille forms for the visually impaired and sign language translation services for hearing impaired customers in Japan.
- Convenient retail insurance locations called Aflac Consulting Shops where customers meet with Aflac Japan representatives for face-to-face consultations to determine possible insurance needs.
- Artificial intelligence, such as optical character recognition, which will automate more than 500,000 data entry transactions per month by 2021 for Aflac Japan teams.



Each year, Aflac's Diversity Council teams in Japan and the U.S. gather to share best practices. Diversity fosters innovation by bringing people from different backgrounds together to generate new ideas.

Beyond our four walls: Supporting small and diverse businesses

In 2019, Aflac U.S. engagement with diverse businesses contributed to millions in contributions to the U.S. economy and sustained numerous jobs in Georgia. It also generated a multiplier effect that supports additional jobs in our supply chain and those suppliers' communities. Small and diverse businesses are an important part of the economy, and Aflac is committed to supporting them through our supply chain and bolstering the growth of our Supplier Diversity program.

Aflac is dedicated to working with suppliers who conduct themselves with the utmost integrity, fairness and respect, as defined in [Aflac's Supplier Code of Conduct](#).

In 2019, Aflac spent

\$24.5 million
with diverse suppliers.

9.4%

Increase over 2018
Minority-owned Businesses

385.8%

Increase over 2018
Veteran-owned Businesses

5.2%

Increase over 2018
Women-owned Businesses

Investing in Georgia's diverse businesses

Aflac's investment in a better tomorrow starts in our own backyard by generating maximum economic impact for small and diverse companies based in Georgia.



\$16.1 million

Production Impact

Total economic activity generated by direct, indirect and induced impacts



135

Jobs supported

Total number of jobs that are being supported by our Georgia spend with diverse suppliers



\$9.2 million

Wages supported

The cumulative earnings of the employees in the jobs supported through Aflac's Georgia purchases with diverse suppliers

Supplier diversity spotlight: Our partners

Aflac Incorporated chooses from a diverse selection of supplier options to broaden our company's access to experiences, insights and ideas. Our company is also an active participant in initiatives that support the development of minority-, woman- and veteran-owned business enterprises and their economic development.

These firms represent some of the women business enterprises (WBE) and minority business enterprises (MBE) that provide immense value to Aflac Incorporated through their partnership.



Dove Direct is instrumental in providing cost-saving solutions and efficiencies with our U.S. mailing operations.

MBE, WBE



Xonex Relocation provides relocation services for Aflac Incorporated and ensures the process is seamless and stress-free.

WBE



SHI International delivers innovative software to help address, acquire and adopt technologies to solve IT challenges. They also assist in recognizing vendor duplication and help consolidate vendor services when possible.

MBE, WBE



Taylor CPA & Associates is a beneficial partner in offering audit, accounting and assurance services. Their efforts have been instrumental in supporting our internal audit department with work across the financial and risk management areas in our organization.

MBE



Investing with integrity: Workforce equality

As a top employer in the insurance industry, we recognize that a sound and fair compensation process is a big part of what makes Aflac an employer of choice. We are serious about ensuring equal pay for equal work.

In 2019, 311 job titles held by both men and women at Aflac U.S. were reviewed, accounting for 3,294 employees. Among those positions, the salary ratio skewed 101% in favor of women.

Compensation for top executives at Aflac is also carefully considered. In fact, since 2008, the compensation of top executives is approved by shareholders through an annual nonbinding shareholder “say on pay” vote, and Aflac was the first publicly traded company in the U.S. to conduct such a vote. In addition, considerations for annual raises and bonuses for all employees are linked to individual and company performance at every level.

How Aflac U.S. ensures equitable compensation

Centralized function

Aflac's corporate Human Resources division operates a centralized internal compensation function to provide oversight and input to company management, ensuring compensation is consistent with job scope, duties and responsibilities. To deliver consistency, the compensation function evaluates new-hire job offers, promotions and compensation adjustments to ensure [equitable compensation](#).

Defined pay structures

[Defined salary structures](#) are reviewed annually and updated utilizing market data. They serve as the framework and guardrails for compensation administration.

Job review and analysis

Current and prospective job roles are periodically reviewed, modeling the [California Equal Pay Act](#) approach to ensure [equal pay for equal work](#). Job levels and associated compensation are determined based on market data, job scope, duties and responsibilities, ensuring equity for gender and ethnic minorities.

Survey participation

Annually, the compensation function participates in and receives compensation [survey results](#) from multiple nationally recognized compensation consulting firms. These surveys help analyze market trends based on key factors, such as revenue size, asset size, market value, geography and headcount.

Annual review process

Defined [annual compensation adjustment processes](#) help ensure equity across the organization by reviewing potential compensation adjustments based on multiple factors, including performance, internal equity and market levels.

Grievance process

Commitment to transparency across all levels is encouraged by our documented [open-door policy](#) as well as our [formal grievance procedure](#) in the event an employee perceives inequitable pay disparity at any time during the employee's career. These processes are documented and communicated via the employee handbook.

Consulting services

Human Resources partners with [nationally recognized compensation consulting firms](#) to assist in the review of compensation practices, including the competitiveness of pay levels, design structures, market trends and other technical considerations that validate the consistency, legitimacy and equitability of our compensation practices and processes.

Compensation Committee

The board-level Compensation Committee at least annually reviews the goals and objectives of our [executive compensation plans](#), evaluates the performance of the executive officers and, setting their compensation levels based on this evaluation, reviews our company's [incentive compensation programs](#). This determines whether the incentive compensation program encourages excessive risk taking and evaluates how to structure compensation policies to mitigate risk as well as ensures the compensation and benefit plans achieve our goals and objectives.



Workplace

At Aflac Incorporated, we know doing good is good for business, and we do that every day by investing first in our Aflac family. From Employee Appreciation Week and our Diversity World Fair in the U.S. to meeting and exceeding gender-related goals in Japan, our workplace is an environment where employees feel valued and look forward to their future with Aflac.

Taking good care of our people



Teresa White, pictured at center, applauds as Ana Brubaker is celebrated for nearly 45 years of service in the Aflac family.

“It’s because of our people-focused approach that our culture is one of strong passion, purpose and promise. Those qualities, inside each and every one of us, are the secret sauce of Aflac.”

Teresa White, president, Aflac U.S.

Culture cannot be developed in a crisis or overnight. At Aflac, we strive for a people-first approach where employees feel fulfilled and love coming to work each day. That is the foundation of any good company culture, but it’s a daily effort – one we prioritize.

From providing a workplace that encourages diversity, equity and inclusion to offering programs to help protect employee health, we see contributing positively to our employees’ overall well-being as not only good business, but the right thing to do.

As one of our founders, Paul Amos, said: “If you take care of your employees, your employees will take care of the business.”

“One of Aflac Japan’s original founding principles is to lift the financial burden of those suffering from cancer. Our ‘take action’ culture is deeply rooted within our employees. In these ever-changing times, we must hold tight to our values and continue to do good in society.”

Masatoshi Koide, president and representative director, Aflac Life Insurance Japan



Aflac Japan President and Representative Director Masatoshi Koide (top center) regularly communicates with Aflac Japan employees to learn how the company can improve the workplace and show employees they are valued.

Investing in our people is what we do: 2019 workplace highlights



98% of U.S. employees felt motivated and **empowered to do the right thing**, according to the 2019 Aflac Ethics Culture Survey.



In 2019, **Aflac Japan received Platinum Kurumin accreditation**, which is awarded to top-class companies that are committed to supporting working parents with child care assistance.



Aflac has been **recognized 13 times** by **Black Enterprise** for its commitment to diversity.



Aflac Japan was awarded the **highest grade of “Eruboshi,”** which is the Ministry of Health, Labour and Welfare’s certification for a company’s promotional efforts for women’s advancement in the workplace. In 2016, Aflac Japan was the first life insurer to receive this recognition.



Aflac is one of the **first signatories of The Hispanic Promise**, a pledge to hire, promote, retain and celebrate Hispanics in the workplace.



For 20 years, Aflac has been recognized by **LATINA Style** as one of the **50 Best Companies for Latinas to Work For in the U. S.**



Aflac Japan was awarded the **Ikumen Award 2019 Grand Prix** for promoting the balance of work and child care among male employees.



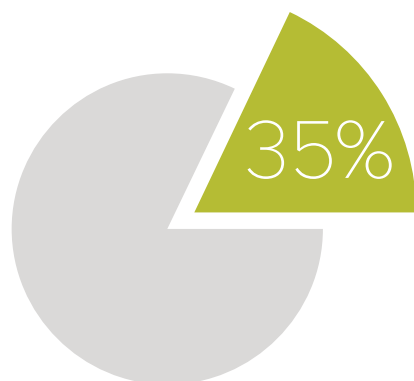
In 2019, Aflac Japan was awarded the **Telework Pioneer Internal Affairs and Communication Minister’s Award** for being an exceptional telework pioneer.



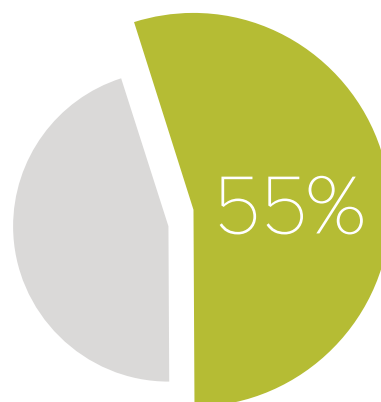
Aflac has been ranked among Fortune’s World’s Most Admired Companies for 18 years.

Aflac women in the workplace

Aflac is proud to support women in the workplace.



of U.S. employees are
female minorities



of U.S. leaders
are women*

**Leadership roles include officers, directors, senior managers, managers and supervisors.*

Aflac is dedicated to providing opportunities for career enhancement to women in our workforce in the U.S. and Japan.**

Workforce:



66% in Aflac U.S.

Senior officers:



30% in Aflac U.S.



51% in Aflac Japan



17% in Aflac Japan

*** Senior officer roles include vice presidents, senior vice presidents and executive vice presidents.*

Employee demographics by position at Aflac U.S.

Aflac employees are the heart and soul of our company and we do everything we can to keep them as part of our growing Aflac family, which is reflected in the existing composition of our diverse workforce at every level of the company, from junior staff to senior leaders.

	ALL EMPLOYEES*			MINORITY EMPLOYEES					
	Women (%)	White (%)	Minority (%)	Black (%)	Hispanic (%)	Asian (%)	Native Hawaiian (%)	American Indian (%)	2 or More Races (%)
Executive/ Senior Level Officials & Managers	21%	75.8%	24.2%	15.2%	3.0%	3.0%	0.0%	0.0%	3.0%
First/ Mid-Level Officials & Managers	50%	68.3%	31.7%	20.3%	4.4%	4.8%	0.1%	0.3%	1.8%
Professionals	61%	62.8%	37.2%	24.4%	4.4%	5.4%	0.1%	0.4%	2.7%
Sales Workers	39%	88.5%	11.5%	3.2%	4.5%	0.8%	0.0%	0.0%	2.9%
All Others ¹	81%	36.2%	63.8%	54.4%	5.2%	1.1%	0.1%	0.4%	2.6%
Total	66%	54.5%	45.5%	34.7%	4.7%	3.2%	0.1%	0.3%	2.5%

*Rows do not add up to 100%, as categories are not mutually exclusive.

U.S. Workforce Demographics Only: As of Dec. 31, 2019

¹Includes EEO-1 categories of administrative support workers, craft workers (skilled), operatives (semi-skilled), laborers (unskilled), service workers and technicians

The Aflac U.S. Employee Advocacy team keeps employees under their wing



In 2019, the new Aflac Employee Advocacy team focused on promoting an inclusive, engaged work environment where employees feel connected and valued.

This new team builds relationships with Aflac's employees to ensure a fair working environment, more standardized practices and procedures across the organization and a better employee experience through appropriate workplace recommendations and approachable human resources counseling.

The Aflac Employee Advocacy Team is tasked with ensuring employees have an HR representative with who they feel safe discussing workplace issues.

Diversity at Aflac

At Aflac, we view diversity as an integral part of our company because we understand maintaining a diverse corporate culture translates into a wide variety of different viewpoints and new perspectives at all levels of our company. We are also committed to doing our part to not only attract a diverse workforce, but retain our valuable employees. To ensure diversity reaches all levels of the company, Aflac Incorporated developed the Diversity Leadership Board in 2019 to oversee our diversity and inclusion strategy.



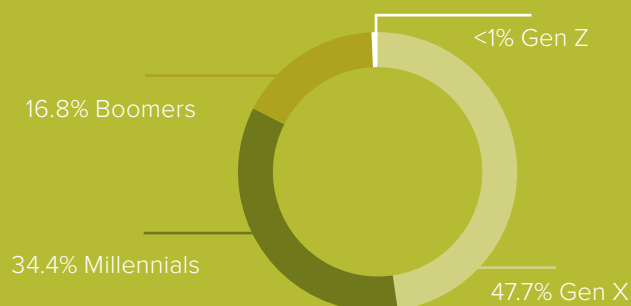
Recruitment

- In 2019, Aflac U.S. hired 729 new employees: **58% ethnic minorities** and **65% women** – an increase of 20% and 16%, respectively.
- In 2019, **60%** of our **U.S. interns were ethnic minorities** and **48% were women**.



Demographics

Generational diversity:



Ethnic diversity:



Supporting the LGBTQ+ community

Aflac Incorporated provides equitable spousal benefits to all employees, and policyholders are able to assign death benefits with insurable interest regardless of orientation or gender identity.

Empowering women, keeping our promises



The Women's Empowerment Program is designed to encourage women's advancement in the workplace at Aflac Japan.

Launched in 2013 by Japan Prime Minister Shinzo Abe as a way to promote more women into leadership positions, Womenomics is meant to encourage women to remain and advance in the workplace. Aflac leaders designed Aflac Japan's program around six tenets: enhancing the diversity promotion framework, ensuring management accountability, developing training resources for women, encouraging diverse work styles, and applying operational evaluation and process visibility.

Aflac Japan revealed our Women's Empowerment Program in 2014 as part of efforts to advance women in the workplace. What started as 17.5% of women in leadership positions at Aflac Japan in 2014 has grown to more than 30% of women in leadership positions in 2019, one year ahead of schedule. Aflac Japan is also on track to have up to 30% of all line manager positions filled by women by 2025. In 2019, 17% of all line managers were women.

Throughout the year, Aflac Japan supports employees to ensure they are getting the opportunities they need to achieve their vision. Training and education are available for female employees to learn their own strengths and weaknesses as well as the necessary skills for taking on a leadership position.

Aflac Japan also offers unconscious bias training in order to help managers understand and promote diversity within their areas of responsibility.



Mio Kadera, an assistant manager at Aflac Japan, is one of the many women who have made the most of Aflac Japan's women empowerment program to develop their careers and leadership skills.

Celebrating our differences and building inclusivity

As a fun way to celebrate Aflac's commitment to diversity, Aflac U.S. and Japan locations arranged a slew of enlightening festivities from hosting educational forums, enjoying global sweets and learning informative trivia to creating vision boards and discussing different cultures. Aflac's Diversity Council, an employee-driven organization, started the annual Diversity Week to raise awareness and educate employees about diverse cultures.



From left to right, Meghan Dunn, Brenda Mullins and Koichiro Yamashita enjoy Diversity Week, where Aflac employees in the U.S. and Japan celebrate each other and our cultures.

Omaha celebrated Diversity Week by highlighting physical, mental, generational, social and food diversities as well as what brings everyone together.

Columbus leaned into a sports theme with activities and trivia involving global sports as well as an Aflac World Fair with an information session to share experiences with Aflac Japan employees.

Columbia hosted several activities, including a painting class, a companywide workout and an interactive scavenger hunt.

Albany employees embraced their differences with a weeklong indulgence of Japanese, Middle Eastern, Latin American, Mediterranean, Italian and American desserts.

New York City's Global Investments employees began their celebration by stuffing and donating 100 backpacks with school supplies for local children. Then they enjoyed a weeklong feast of tasty snacks from different cultures around the world.

Japan Aflac Japan President and Representative Director Masatoshi Koide hosted town hall meetings throughout our Japan locations to provide an opportunity for employees to learn about Aflac Japan's commitment to diversity in the workplace. Topics included workplace reform, improving work-life balance and specific challenges that employees face in their offices.

Employee retention through employee engagement

For 20 consecutive years, Aflac Incorporated was recognized as a great place to work by Fortune. We believe in investing in our employees through career development and work-life balance opportunities.

- Aflac Japan's Leadership Program allows managers to participate in a comprehensive training program to learn about innovation and the global business environment. As part of the program, this select group also has the opportunity to travel to Aflac's U.S. headquarters to work with their peers.
- Educational opportunities are available for self-development and growth from the Leadership, Learning and Development department to help employees further enhance their technical and professional skills.
- The Diversity and Employee Engagement departments create awareness and promote inclusion in the work environment and within our community through events and special initiatives. Aflac Incorporated also educates company leaders, including senior management, on diversity, inclusiveness and engagement.
- More than two-thirds of U.S. employees responded to the 2019 Employee Engagement Survey, sharing thoughts on areas where Aflac is excelling and noting areas for improvement:



- TEACH, Aflac U.S.'s mentoring program, allows employees to "teach what they know and to learn what they don't."
 - TEACH mentors are:



Developing our employees' futures



Aflac has committed to an ongoing investment in our most valuable resource, our people.

One of the ways that Aflac U.S. ensures employees feel valued and are ready for the future of work is through upskilling and reskilling. In 2019, Aflac provided 20 different skill-set training programs ranging from lean six sigma and agile training to project management and executive coaching. Nearly 1,200 employees took advantage of the opportunity to develop new skills.

Our intention as a company is to advance our technology and invest in our people, so Aflac remains a leader in the marketplace. As a result of the 2017 Tax Cuts and Jobs Act, Aflac committed \$20 million over four years for improvement and elevation of the current Aflac U.S. workforce.

Top 5 skills trainings



**Change
Management**



**Lean Six
Sigma**



Agile



**Project
Management**



**Leadership
Development**

Total investment for employee skills training programs

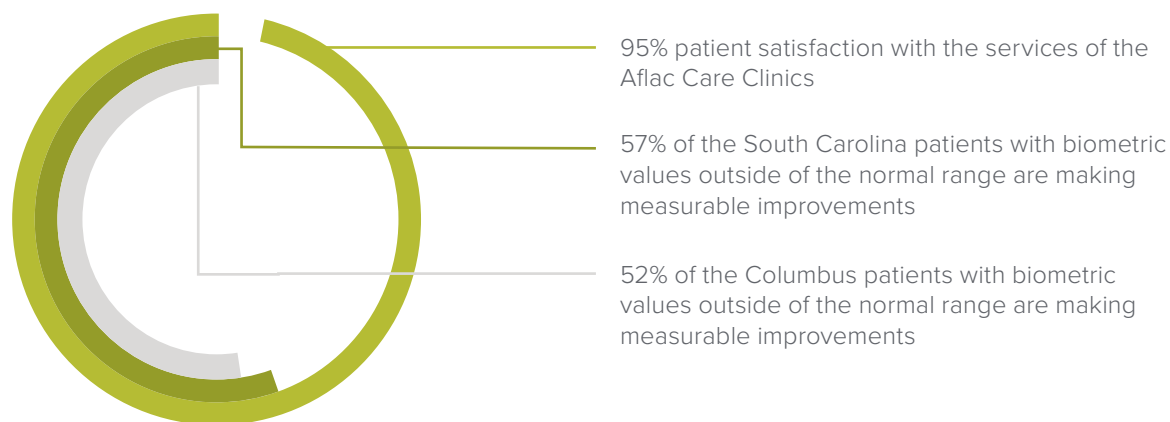


**\$10 million and 20 skills-based
classes and programs**

Supporting family futures every step of the way

Aflac Incorporated encourages employees to keep a healthy mind and body. As part of our commitment, Aflac provides many tools and resources to help employees stay healthy.

- Our Domestic Partner Leave and our Parental Leave policies include salary continuation for parents for both the birth and adoption of a child in the U.S. and Japan.
- Aflac Japan offers an on-site child care center and provides support for different parenting stages: before childbirth, during childbirth/child care leave, and balancing work and parental responsibilities.
- Aflac U.S. offers two on-site child care centers and five on-site fitness centers as well as multiple employee health care facilities known as the Aflac Care Clinics at many locations.



- Employees engaged in health coaching at all locations cost less per member, per year than those not engaged.
 - Columbus employees with two or more coaching visits have 68% more chronic conditions per member yet cost **48% (\$3,683) less** per employee, per year than those with zero visits.
 - South Carolina employees with two or more coaching visits have 150% more chronic conditions per member yet cost **47% (\$7,175) less** per employee, per year than those with zero visits.

A flock that keeps fit together

Japan is facing an estimated labor shortage in 2030 of 6.44 million, according to research from Persol Research Institute and Chuo University. To fill this gap, Japan's Ministry of Economy, Trade and Industry developed a certification to encourage businesses to support aging employees with tactics for better medical care, skills training and life-extending activities.

In response, Aflac Japan developed the Keep in Fit! program to promote a healthy lifestyle for employees at home and the office. Benefits include women's health programs, healthy meal options in the cafeteria, fitness programs and smoking cessation support.

Additionally, Aflac Japan has been recognized as a Certified Health and Productivity Management Organization by Japan's Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi (The Japan Health Council) for three consecutive years. This certification is awarded for best practices in assessing the health management of employees, evaluation of a company working in a strategic way and improvement of a socially appreciated environment.



Nutritious meal options are just one of the ways that Aflac Japan's Keep in Fit! program is promoting a healthy lifestyle to improve longevity and balance among employees.

Japan works SMART



Parliamentary Vice Minister Yayoi Kimura of the Ministry of Internal Affairs and Communications (pictured third from the right along with Aflac Japan Director and Executive Vice President Yoko Kijima, who is all the way on the right) visited Aflac Japan to learn all about its Work SMART reform and innovation initiatives.

Aflac Japan is tackling work-style reform with its Work SMART initiative, a program designed to promote better work-life balance and maximize the organization's overall performance.

SMART is an acronym for:

S	M	A	R	T
See the big picture	Maintain focus	Act with initiative	Respect dialogue	Think time value

In 2019, the Work SMART program was responsible for improving work-life balance in several critical areas.

- **10% reduction in overtime** worked by employees from the previous year.
- **More than 85% of managers and 87% of employees** took their annual paid leave.
- **100% of employees took their maternity or paternity leave**, when applicable.
- **100% of employees teleworked** at least once or more in the year.

A commitment to our employees

Virtual Trainer

Building upon employees' skill sets and equipping them with knowledge to help them advance their careers is the goal of Aflac's Virtual Trainer program. And the best part? There's no need for employees to even set foot in the corporate headquarters. This program virtually brings Columbus trainers and remote trainees together to discuss lessons and ask questions.

Career Success Center

At Aflac's Career Success Center, employees can meet with career consultants who provide mentoring, coaching, résumé writing, mock interviews, career consultations, exam proctoring and talent assessments.

Japan Heartful Services

Established in 2009, Aflac Heartful Services, a subsidiary of Aflac Japan, promotes the hiring of employees with disabilities. Of Aflac Heartful Services' 151 employees, 113 have a disability. Aflac Heartful Services supports these employees with the assistance of advisors for long-term career support.

All Ribbons

In 2017, Aflac Japan established All Ribbons, a community of employees who are also cancer survivors. These employees act as a peer support system to one another during difficult times. Members of the community help other employees who are trying to balance work and their treatment. In addition to these support activities, All Ribbons also hosts panel discussions and a meeting place called All Ribbons Cafe for fellow employees and provides cancer services information.

Investing in career success is part of The Aflac Way



"I was speaking generally to my skill set versus speaking specifically to the job requirements. I learned to speak directly to my skills and how they'll impact me in a new role."

Kerry Frazier, Enrollment Vendor Coordinator
Account System Implementation

A culture of appreciation

Employee Appreciation Week

To celebrate 2019 Employee Appreciation Week, each Aflac location in Japan and the U.S. created unique themes with coordinating activities like wearing Hawaiian shirts for Tropical Tuesday, winning cash prizes for Money, Money, Money Monday, and enjoying funnel cakes and cotton candy during a weeklong carnival-style extravaganza. Employee Appreciation Week is designed to be a celebration of Aflac's greatest assets – our employees.



Aflac U.S. and Japan recognized employees for their contributions to the company throughout the year in numerous ways. Each year, offices coordinate their own series of activities to show their appreciation of the Aflac family.

Aflac's CSR Heroes: Striving for a better tomorrow

Keiichiro Ohtsu

CSR Hero
Tokyo, Japan



Keiichiro joined Aflac Japan in 2005 and currently works as an assistant manager in the Policy Administration Planning department. When his wife became pregnant with their first child, he wanted to make sure she didn't bear the responsibility of child care alone, so he made the bold choice to take eight months of paternity leave in 2019. To encourage work-life balance, Aflac Japan welcomes employees to take advantage of paternity leave, but eight months of paternity leave was unprecedented. Regardless, his supervisor fully supported his decision, believing he would become a role model for his peers.

Understanding others with empathy is the way Keiichiro not only does his work, but is also part of how he lives his life.

“Working as a team, I place importance on helping others when they are struggling and receiving help when I’m struggling, as well. Fighting an illness, child care, caregiving – when team members are struggling with a variety of circumstances, it is important to understand, cooperate and work with them,” says Keiichiro.

Keiichiro credits the experience for changing his perspective both personally and professionally and recommends other men take paternity leave. In his current role as a leader, he plans to support his colleagues and direct reports in their efforts to achieve work-life balance.

Angela Kyzer

CSR Hero
Columbia, South Carolina



Angela is a supervisor in Premier Broker and Group Services at Aflac Group with 25 years of service at the company. She began her volunteer work with Relay for Life, where she served as chairman for her group for five years. Her commitment to the community spans numerous causes – with March of Dimes, Habitat for Humanity, and the Leukemia and Lymphoma Society among them. For the past two years, she has served as chair of Aflac's American Heart Association committee and has helped raise almost \$10,000 internally for this cause.

No matter the cause or organization, Angela gives 100%, believing that volunteering is a way to bring about change.

“I’m proud to be part of a company that is involved in its communities and cares enough to let us do what we can to help,” she says.

Angela says Aflac also inspires her because employees are empowered to volunteer with the organizations they care about most. For her, involvement in philanthropic efforts is a win-win for employees and the company – diverse groups of employees come together for a good cause and the Aflac brand shines in a positive light through their work.

Investing in tomorrow's talent

Aflac builds in a brighter tomorrow by investing in tomorrow's talent through scholarship and internship programs. To ensure we are following through with our commitment to diversity, Aflac partners with community organizations and schools, which includes Historically Black Colleges and Universities as well as gender-focused institutions, to recruit diverse candidates.

- To help employees who are seeking an MBA, **Aflac Japan provides assistance with obtaining a master's degree at a university overseas**. Not only do employees get to obtain an MBA in their area of focus, but it is also an opportunity for them to cultivate a global perspective by experiencing another country's culture.
- The **Aflac Summer Internship Program** is a hands-on, 10-week paid internship, including corporate housing, offered in disciplines such as marketing, IT, finance, accounting, strategic management, ESG and corporate communications, compliance and legal. Interns gain first-hand exposure to working in the real world with career development tools and job enrichment opportunities to help prepare them for a business career. Interns also receive development and engagement sessions with senior leadership as well as philanthropic opportunities with Aflac philanthropic partners.
- Aflac offers the **Paul S. Amos Educational Scholarship** for employees attending Columbus State University's (CSU) or Troy University's undergraduate programs. For employees seeking a graduate degree at CSU, the **Paul S. Amos Tuition Reimbursement Program** is available.
- **Aflac's Tuition Assistance Program** offers a full tuition assistance for MBA students attending University of Georgia, Auburn University, Emory University, Georgia Institute of Technology or University of South Carolina.
- The **Information Technology Apprenticeship (ITA)** is a two-year rotation program in the field of IT. Ethnic minorities made up 33% of our ITA hires for 2019.
- Aflac offers scholarships to employees' children and grandchildren, including the **W. L. Amos Dependent Scholarship** for students accepted to a university, college, trade, or technical school and the **Paul S. Amos Dependent Scholarship** for students accepted to CSU's undergraduate program.
- The **Aflac Leadership and Analyst Program (LeAP)** offers top graduates a two-year rotation program in their related majors, disciplines and fields of interest. It is designed to provide career development and job-enrichment opportunities while allowing candidates to advance into Aflac's next generation of leaders.



In summer 2019, 42 students were welcomed into the Aflac family. Spanning three locations – Global Investments, Columbus headquarters and Aflac Group in Columbia – interns worked in 27 business units, bringing new and innovative perspectives to the areas and projects they supported.



Philanthropy

In Japan and the U.S., Aflac Incorporated believes in doing good for future generations. That takes shape in many ways within the Aflac family, but most prominently in our dedication to children and families facing childhood cancer. As we approach our 25th year in partnership with the Aflac Cancer Center, we know it takes more than medicine to help children cope with cancer. That's why Aflac delivers *My Special Aflac Duck* free of charge to children in the U.S. and Japan to assist them as they undergo cancer treatments. It's an investment – for the children, their families and their futures.

Investing in a greater purpose



Chloe and Catherine Hernandez-Blades play with the *My Special Aflac Duck* at a Children's Miracle Network event.

“Recognizing the good in Aflac takes no more than looking at our leadership, employees, and rich history of being fair, ethical, and having a positive influence on the people and communities around us.”

Catherine Hernandez-Blades, chief ESG and communications officer, Aflac Incorporated

Less than 4% of the U.S. federal government's cancer research funding goes toward the study of pediatric cancer. At Aflac, we believe in investing in the future, which includes children's health. Through the Aflac Childhood Cancer Campaign, the Aflac Cancer Center and now *My Special Aflac Duck*, Aflac is dedicated to providing support, hope, time and resources to children with cancer.

Since 1995, the Aflac Foundation has contributed more than \$140 million to the Aflac Cancer and Blood Disorders Center of Children's Healthcare of Atlanta. Much of Aflac's support comes from our independent sales agents who contribute from their monthly commission checks, as well as Aflac employees who contribute each month through payroll deduction. Our commitment to the future is as real as the children helped through the support of our Aflac family. We're in this together.

“Aflac creates value that can be shared with society based on our core values. While we support the Aflac Cancer and Blood Disorders Center in Atlanta as well as Aflac Parents House in Japan – among other efforts – these aren't only acts of charity. We focus on initiatives that leverage our company's unique expertise and resources to meet society's needs.”

Takashi Osako, senior vice president, Corporate Social Responsibility, Aflac Life Insurance Japan



Takashi Osako (left) hands *My Special Aflac Duck* to Kohsuke Yamashita, the chairman of the Children's Cancer Association of Japan. This nonprofit organization supports a variety of initiatives to help children with cancer and also operates the Aflac Parents House.

Creating a better tomorrow: 2019 philanthropy highlights



In 2019, Aflac independent sales agents, employees, the Aflac Foundation and Aflac Incorporated contributed **more than \$9 million to the Aflac Cancer and Blood Disorders Center of Children's Healthcare of Atlanta.**



More than 16,000 independent Aflac sales agents contribute regularly to the Aflac Cancer Center from their commission checks – consisting of nearly **\$500,000 each month.**



Aflac Japan provided **more than \$32 million to the Aflac Kids Support System** through 2019.



Aflac community giving contributed **nearly \$7 million to nonprofit causes**, including organizations supporting childhood cancer, health and education.



Since 1995, Aflac Japan has awarded **more than \$16.5 million** to nearly 3,000 deserving recipients through the **Scholarship Program for Pediatric Cancer Survivors and Bereaved Relatives** – a scholarship program for high school students who lost their parents to cancer or have experienced pediatric cancer themselves.



My Special Aflac Duck won the 2019 SXSW Interactive Innovation Award for Robotics and Hardware and the People's Choice Award.

Shiro's story: *My Special Aflac Duck* lands in Japan



Masatoshi Koide, president and representative director at Aflac Japan, talks with Shiro Eishima, right, about *My Special Aflac Duck* which debuted at Aflac Japan's Gold Ribbon Walking event in April 2019.

Aflac planned the debut of *My Special Aflac Duck* in Japan for 2021, but a letter from a young boy named Shiro Eishima changed everything. Shiro, an elementary school student, saw American kids on the internet playing with *My Special Aflac Duck*, which was introduced in the United States in 2018. Having experienced cancer himself at the age of 3, Shiro was familiar with the trials and tribulations that pediatric cancer patients faced. He thought the duck could help comfort patients in Japan during difficult times.

He wrote a letter to Aflac Japan President and Representative Director, Masatoshi Koide requesting that the duck be brought to Japan, too. Touched by the letter, Koide and Aflac Incorporated Chairman and CEO Dan Amos decided to launch *My Special Aflac Duck* in Japan two years ahead of schedule at Aflac Japan's Gold Ribbon Walking event.

An annual tradition dedicated to pediatric cancer awareness and improving cancer cure rates, the Gold Ribbon Walking event welcomed over 4,200 people. The 2019 event included demonstrations of *My Special Aflac Duck*, as well as a play area set aside for children to interact with the duck. Shiro was also in attendance to warmly welcome the duck to Japan and receive his own *My Special Aflac Duck*.



Shiro, right, plays with his brother and his *My Special Aflac Duck*.



My Special Aflac Duck debuted in Japan at the Gold Ribbon Walking event, a tradition dedicated to pediatric cancer awareness.

A celebration of courage



Aflac Chairman and CEO Dan Amos shows a pediatric cancer patient at Nihon University Itabashi Hospital how the new *My Special Aflac Duck* can be a friend during treatment.

Aflac's CSR Heroes: Striving for a better tomorrow

Misty Detiveaux

CSR Hero
Houma, Louisiana



Misty, a group representative for Aflac in Houma, Louisiana, has been with the company for 17 years. After discovering nearly 700 children in Terrebonne Parish were deemed homeless, sleeping in cars, hotels, multifamily housing and uncertain about the source of their next meal, Misty felt a call to action and wanted to invest in the community she loves. Misty started working with her local school system to find a way to provide those children with food for the weekends.

In 2018, she created Bags of Hope. She and other volunteers purchase nonperishable food items, pack them in paper bags and deliver those bags to schools, where teachers on Fridays discreetly place the bags in the backpacks of children identified as being in need. For the 2019-2020 school year, Misty expanded Bags of Hope's impact to 167 students in six schools, nearly tripling its reach. Along with food, Bags of Hope feeds the soul with

inspirational messages in each bag such as "You are loved; you are amazing; you can be anything you want to be."

"Not knowing the circumstances of these children, the message lets them know someone cares about them," Misty says.

Aflac's CSR Heroes: Striving for a better tomorrow

Social Responsibility Activity Office CSR Heroes Tokyo, Japan



Aflac Japan's Social Responsibility Activity Office is at the heart of Aflac Japan's philanthropic activities, overseeing the company's efforts to make continuous contributions to society. It was a big year for Aflac Japan and the Social Responsibility Activity Office, with the team working tirelessly to bring *My Special Aflac Duck* to Japan two years earlier than planned. After a successful debut at the Gold Ribbon Walking event, the office coordinated with 20 hospitals and childhood cancer organizations throughout Japan to deliver more than 300 ducks to children with pediatric cancer. Through their efforts, the duck has made a positive impact on pediatric cancer patients and their quality of life.

At the Social Responsibility Activity Office, the mission is to help those with cancer and their families. The office values both fulfilling that mission as well as continuing Aflac Japan's contributions to society that support the implementation of creating shared value.

Pediatric cancer support remains the pillar of Aflac's social contribution activities, and the Social Responsibility Activity Office looks forward to delivering more *My Special Aflac Ducks* and working on its other philanthropic efforts.

Gary Ogle CSR Hero Eureka, California



Gary never thought he would return home to Humboldt County, California, but when he did move back from the San Francisco area, he felt a responsibility to be a bigger part of his community than ever before. Now he is leading others in the pursuit of a better quality of life and health in an area with limited medical providers. As board president of the Breast and GYN Health Project, Gary led the charge to help secure funding and community support to aid in the improved health of more than 400 women in 2019. The nonprofit provides women's health services to those who may struggle with navigating the multiple layers of care needed to survive and thrive upon diagnosis of breast or gynecological cancer. Services include counseling, wigs, nutrition, financial support, appointment scheduling and support groups.

"It's more than community service to me or volunteering my time. Serving my community is an investment in a better tomorrow for the people around me, and I love to help them," says Gary.

Besides his leadership role at the organization, Gary is also a committee and youth mentor for the Eureka Chamber of Commerce Youth Ambassador program, where each year up to 20 high school students are provided with job search, public speaking and etiquette training to prepare them for their years in the working world. The connections he's made with the students in the program have been very meaningful, and he loves to see them go on to have fulfilling futures. Gary is also an active Rotarian, and serves on the boards of the Fortuna Chamber of Commerce, and KEET-TV, a PBS affiliate in Eureka, California.

Courage knows no bounds



Each new bead that's added to a child's necklace is a symbol of their bravery during medical treatment. Beads of Courage is a program that supports children battling serious illnesses by giving them the opportunity to tell their story through symbolic beads.



More than 7,500 children are treated at the Aflac Cancer and Blood Disorders Center each year. The Beads of Courage program offers encouragement during challenging medical treatments.

Aflac's CSR Heroes: Striving for a better tomorrow

Lori Lombardo CSR Hero Long Island, New York



An Aflac independent sales agent in Long Island, New York, Lori has devoted countless hours to helping those with cancer, a cause close to home for her and her family. Lori was diagnosed with breast cancer 13 years ago and she is thankful to have been on Aflac's cancer plan. "It really saved my family," she says.

Lori started her Aflac career following her diagnosis and positive experience with Aflac's cancer plan. Previously a preschool teacher for children with autism, Lori has always had a heart for helping children, and she enthusiastically extends Aflac's childhood cancer initiatives into her own community in New York. She was able to tour the Aflac Cancer Center during her early days as an independent sales agent and immediately knew she wanted to be her market's cancer center ambassador once the role became available.

"Seeing these kids and knowing what they were experiencing really touched me. I had always wanted to be an ambassador, so

when the spot became available, I was all in," says Lori.

This CSR Hero has planned and promoted blood and food drives for Memorial Sloan Kettering, a renowned cancer treatment center in Manhattan, as well as several local fundraising events benefiting the Aflac Cancer Center. In addition, she is involved with the Leukemia and Lymphoma Society, another cause close to her heart after losing her son-in-law to multiple myeloma.

Lori is passionate about helping people both through her job as an independent sales agent and her philanthropic involvement. She is thankful the leadership at Aflac has established a culture of giving back, and she encourages other Aflac agents to get involved in community service.

A duck with purpose



A patient plays with "Fuzzy," his new *My Special Aflac Duck*, which was named to TIME magazine's list of the 50 Best Inventions for 2018.

Aflac's CSR Heroes: Striving for a better tomorrow

Tye Elliott CSR Hero
Grand Rapids, Michigan



While Tye grew up watching his dad prioritize community service, his passion for giving back crystalized when he started working at Acrisure, which works closely with Aflac. After working for Aflac for nearly 20 years, Tye learned first-hand the importance of giving back after seeing how employees were motivated to work harder when they were involved with something larger than themselves.

"If you look at some of the best leaders who have come up through Aflac, those are the people who took the initiative to be a part of something bigger than just their business. That's what I think makes the biggest difference at Aflac," says Tye.

After seeing the inspirational impact of Aflac's culture, Tye, Acrisure's executive vice president of voluntary benefits, spearheaded his company's partnership with Children's Hospital of Grand Rapids, Michigan, which included a \$15 million donation from Acrisure.

Aflac Parents House: Serving families and children



Sachiko Kamada is house manager of the Aflac Parents House, where she works with families during their stay and ensures their experience is as pleasant as possible.

The Aflac Japan family cares deeply about serving our communities. When a child is diagnosed with cancer or other serious medical conditions, he or she must travel frequently to Tokyo or Osaka from other parts of Japan to receive treatment. To help those facing such struggles, the first Aflac Parents House was established through a donation from Aflac Japan in 2001.

This haven serves as an environment where all pediatric patients and their families can live together temporarily in clean and comfortable accommodations while they support their child facing cancer or other serious illnesses. The Parents House is also utilized as a comprehensive support center for consultation and events related to pediatric cancer.

In Tokyo and Osaka, three Aflac Parents House locations have supported more than **140,000 children and families** over the last 18 years.

All three of these locations are supported by Aflac Japan's agencies and 70% of our employees who elect to automatically donate from their salaries including a corporate matching donation. For 2019, contributions totaled more than \$1 million.

My Special Aflac Duck: Compassion in action



This soft, friendly, nurturing companion helps children with cancer feel less alone by using interactive technology during their cancer treatment.



A boy plays with the social comforting companion *My Special Aflac Duck* at the 2019 Gold Ribbon Walking event where the robotic duck debuted in Japan.



Aflac's goal is to gift each newly diagnosed child above the age of 3 in the U.S. and Japan with his or her own *My Special Aflac Duck*.

My Special Aflac Duck is a robotic companion available via participating hospitals free of charge to every child ages 3 and up who has been diagnosed with cancer in the U.S. or Japan.

Designed to provide comforting and entertaining experiences during cancer treatment, *My Special Aflac Duck* uses a compatible web-based app that enables children to mirror their care routines, including medical play, lifelike movement and a range of emotions to engage them throughout their treatment journey. It also comforts children through interactive music and singing, soothing heartbeats and nuzzling.

My Special Aflac Duck is an innovative way to merge technology with comfort. Child life specialists use the social robot to generate better results in their patient assessments, evaluations and progress goals. *My Special Aflac Duck* is designed to inspire expression, emotional safety and coping strategies for patients and families.

- Aflac invests **more than \$3 million annually** into the manufacturing and delivery of *My Special Aflac Duck*.
- In 2019, *My Special Aflac Duck* made its debut in Japan to a crowd of more than 4,200 people during Aflac Japan's Gold Ribbon Walking event and was distributed to **22 hospitals and childhood cancer organizations** in Japan.
- Aflac distributed **more than 6,500** *My Special Aflac Ducks* to children free of charge in hospitals and childhood cancer organizations across the U.S. and Japan through 2019.
- *My Special Aflac Duck* won:
 - Two Cannes Lions PR Silver Medals in Technology and Corporate Image.
 - The Gold SABRE Award for North America in the Trade Show Category.

Moments of Joy: A look at the bravery and perseverance of children with cancer

Aflac and Chispa House, a humanity-focused film company in Georgia, created “[Moments of Joy](#),” a documentary showcasing stories of children with cancer, with *My Special Aflac Duck* featured in the film. The documentary spotlights the bravery and perseverance of the nearly 40,000 children in the U.S. impacted by cancer yearly, while sharing how small moments can spark joy and change lives.

In September 2019, Chispa House, along with Aflac, released “Moments of Joy.” The film premiered at The Atlantic Festival in Washington, D.C., during National Childhood Cancer Awareness Month.

“Strong mind, stronger body. If your head is positive and in the right place, your body can go through anything, even chemo. I want everyone to feel the same as I do – happy. And I want them to also feel like they can change the world.”

- Ethan Daniels, 14



The stars of Moments of Joy celebrate the premiere of the documentary at The Atlantic Festival.



Today's commitment

Whether they're working in Albany, New York; New York City; Washington, D.C.; Columbus, Georgia; Columbia, South Carolina; or Omaha, Nebraska, our employees are known for taking action when there is a need.

Highlighted in these forthcoming pages are just some of those efforts, but they represent the numerous other philanthropic efforts undertaken each year by Aflac employees.

To do good for the future



Aflac employees in Washington, D.C., took to the baseball diamond to help raise funds for local charities.

Aflac is committed to doing good. It's part of The Aflac Way, and our employees are known for taking action, no matter the location. From providing backpacks full of supplies for at-risk children to collecting food donations for their local food banks – Aflac employees are making their communities and the lives of others better today – and for tomorrow.

Included below are some of the numerous philanthropic efforts undertaken each year by Aflac employees:

New York City

In New York City, Aflac Global Investments employees teamed up to participate in the Shatterproof Rise Up Against Addiction 5K Walk/Run, raising \$15,655 for Shatterproof, a national nonprofit organization dedicated to reversing the addiction crisis in the U.S.

Aflac Global Investments employees modeled social responsibility during “Take Your Kids to Work Day” by working alongside their children to create age-appropriate activity backpacks to show children with cancer and blood disorders that they are not alone. Thanks to these efforts, 60 children are more comfortable during their time at the Aflac Cancer and Blood Disorders Center in Atlanta.

Omaha

In Omaha, Nebraska, 20 employees from the Aflac Customer Service Center – 20% of the workforce in this office – volunteered over a two-day period to work on a Habitat for Humanity of Omaha home sponsored by Aflac. Between the \$37,500 sponsorship from Aflac and the hard work of its employees, a deserving family is enjoying all the benefits of affordable homeownership.

Every year for nearly two decades, Aflac Customer Service Center employees have raised funds via bake sales, raffles and other events to host a holiday party – complete with Santa – for all the children with cancer who received treatment that year at University of Nebraska Medical Center and their families. In 2019, Aflac employees hosted 24 families, providing a fun-filled day and presenting all the children and their siblings with gifts.

Columbia

Thirty Aflac Group employees in Columbia, South Carolina, eagerly fielded three teams in the Sixth Annual Curing Kids Cancer Fire Truck Pull, where they were challenged to pull a 35,000-pound fire truck 50 feet in the fastest time. Motivated by the story of a child affected by pediatric cancer, the three teams dressed as superheroes and soccer and baseball players to reflect the passion of their child. They raised \$3,925 to benefit the Gamecocks Curing Kids Cancer endowment at the Children's Center for Cancer and Blood Disorders Clinic in Prisma Health Children's Hospital - Midlands.

Aflac Group employees hosted a Summer Food Drive for the Harvest Hope Food Bank, collecting 734 pounds of canned goods and nonperishable food items – enough food to provide 611 meals for those facing poverty and hunger in Columbia.

Aflac also provided \$36,000 for a home build with Central South Carolina Habitat for Humanity in Columbia, where 60 employees volunteered over five days to completely renovate an existing home for a single mom of two young girls.

Albany

In Albany, Aflac New York employees turned their passion for running into doing good for others by fielding a team in the CDPHP (Capital District Physicians' Health Plan Inc.) Workforce Team Challenge. The Aflac team finished 46 out of 411 teams in the 3.5-mile race. Aflac also served as a sponsor of the event, which raised \$47,000 for the Albany Damien Center and Family Promise of the Capital Region, which assists individuals and families living with and affected by homelessness.

Every year, Aflac New York employees host a Charity Challenge, engaging employees in a variety of activities where they earn points that translate into funds for the Aflac charity partner of the individual's choice. In 2019, over 40% of the employees participated in the event, which resulted in 12 nonprofits – ranging from Double H Ranch to the Aflac Cancer and Blood Disorders Center – receiving \$5,245.

Washington, D.C.

Aflac Federal Relations proudly co-sponsored the 2019 Congressional Baseball Game for the third consecutive year. Played each summer since 1909 by members of the U.S. Congress, this bipartisan baseball game had more than 20,000 attendees and set another fundraising record with over \$1 million raised for local charities.



Aflac employees in Columbia, South Carolina, pulled fire trucks over a 50-foot finish line to raise money for childhood cancer research and treatment.

Aflac Japan: Lending a hand in our communities



A young boy smiles as he examines the new robotic *My Special Aflac Duck* at Aflac Japan's Charity Concert.

Giving back to our communities is part of Aflac Japan's corporate culture. [Our employees go above and beyond to be good citizens and create value for others.](#) In 2019, Aflac Japan completed numerous charitable projects as part of our investment in tomorrow.

Aflac Sports Garden

- Aflac Japan regularly partners with the city of Chofu to host community activities such as Aflac Sports Garden, which provides a variety of sports and health-related activities for local families to enjoy. After exercising, attendees were able to cool off with lemonade at the Pediatric Charity Lemonade Stand, with the proceeds going toward pediatric cancer research and treatment.

Aflac Charity Concert

- Held every year, this fundraiser supports children with cancer with a classical music concert, as well as informative videos and creations made by pediatric cancer patients. In 2019, 1,430 people attended and nearly \$8,500 was raised.

One Hundred Club

- One Hundred Club is a way for employees to directly contribute to the company's philanthropic efforts like Aflac Kids Support System and Gold Ribbon Walking. Employees donate a portion of their monthly salary to these efforts, and while participation in the fundraising program is completely voluntary, 70% of Aflac Japan employees take part in the program. Aflac Japan also matches the total amount raised by employee donations. At the end of 2019, contributions through the One Hundred Club totaled more than \$440,000.

tomosnote

- For over two years, Aflac Japan has supported cancer survivors by offering an online support group known as tomosnote where they can share their worries and experiences. For those going through such a difficult time, tomosnote is one way cancer survivors can feel like they are not alone in their cancer treatment.

Aflac gives back



Dr. Douglas Graham shows Paisley how *My Special Aflac Duck* works with a series of “feeling cards” and a compatible web-based app that enables the duck to express a range of emotions. *My Special Aflac Duck* is distributed to children with cancer in hospitals in Japan and the U.S. free of charge.

Two of Aflac’s founding commitments – “Respond Immediately” and “Treat Everyone With Respect and Care” – are lived out each year through the volunteer efforts of employees and corporate giving. From raising awareness for those fighting addiction, contributing to the Parents Houses in Japan and building activity backpacks for children receiving treatment at the Aflac Cancer Center to giving to minority organizations, aiding Habitat for Humanity and providing Christmas gifts for kids in need, Aflac employees are coming together to make a difference. In 2019, 4,866 employees volunteered in their communities, marking a nearly 11-fold increase from 2018. They logged a total of 16,466 hours for volunteer work in the U.S.



In 2019, Aflac has **contributed nearly \$1.7 million** to organizations supporting **minority causes and education** such as the United Negro College Fund, Boys and Girls Clubs of America, Girls Inc., Jack and Jill of America, Inc. and United Way of the Chattahoochee Valley.



Since 1997, Aflac has **contributed about \$19 million** to **minority causes**, including the United Way. In 2019, employee giving to the United Way increased by 34.8%.

Building up our communities



Special mobile classrooms, like this one for *My Special Aflac Duck*, help educate the public about the latest cancer treatments and innovations.

Cancer Awareness Exhibition

Aflac Japan is dedicated to cancer prevention awareness and education. The Cancer Awareness Exhibition, an event that teaches the public about the importance of early detection and new treatments, has been held 122 times and reached more than 380,000 people.



Each year, Aflac U.S. employees share holiday joy with children around Columbus, Georgia, by donating toys.

A very Aflac Christmas

It is a season of giving at Aflac U.S. during the annual Christmas is for Kids celebration. Volunteers come together to raise money so Aflac can purchase, wrap and distribute Christmas gifts to local children who might not otherwise receive toys.

- 282 families signed up through the Valley Rescue Mission in Columbus, Georgia.
- More than 2,050 wrapped gifts were distributed in 2019.



Many Aflac employees in the U.S. participate every year in building a Habitat for Humanity home.

Building a bright future for all families

Aflac employees invest in a better tomorrow through volunteering. Throughout 2019, employees cared for homeless animals, read to the elderly, encouraged individuals with disabilities, delivered meals, mentored youth, rocked babies in the neonatal intensive care unit and more.

- One of the biggest initiatives for the Aflac family also includes Habitat for Humanity home builds. More than 400 employees participated in building three homes in 2019.



Environment

At Aflac Incorporated, we're committed to minimizing our environmental footprint and improving our communities, our cities and our planet. From e-recycling to energy consumption reduction, we make greater strides each year toward this promise by promoting a greener tomorrow. Everything we do is built on the philosophy that doing good for the environment is not only good business, but is also required of a good corporate citizen.

A greener tomorrow – today



Environmental responsibility is interwoven in the culture at Aflac Incorporated, from our SmartGreen strategy to our Environmental Management Promotion Council.

Environmental stewardship is a leading facet in Aflac's corporate social responsibility strategy. From reducing our carbon footprint to being a leader in waste reduction, we consider the impact of our actions at Aflac and vow to be good community partners and stewards. We aspire to lead the way in energy conservation and environmental protection.

We do it as an investment in future generations.

It's now the standard for consumers and businesses to do business with companies that align with their values. It's our promise to be proactive in leaving the world a better place than we found it so you can feel good about doing business with us.



“Aflac is committed to doing things the right way, which means we’re continuously looking for more efficient uses of resources and ways we can reduce waste even further.”

Alfred Blackmar, vice president of Facilities, Aflac U.S.

Being good stewards of our resources: 2019 environment highlights



Aflac became the first insurance company in the U.S. to be **ISO 50001 Energy Management System** registered, which represents the latest best practice in energy management.



Through energy conservation efforts, Aflac U.S. has **saved more than \$18 million in energy costs** in the past eight years. In 2019, we expanded our goal to include our Japanese buildings and facilities.



In Aflac Japan's office, about **62% of waste** is recycled and reused.



In Japan, **Aflac Square's carbon emissions decreased by approximately 40%** since the 2007 baseline.



In 2019, Aflac U.S. employees **recycled 64,000 pounds of e-waste** and electronics.



Employees **donated 500 pairs of shoes** to the Keep Columbus Beautiful Shoe Drive, **diverting an additional 750 pounds from the landfill** in 2019.



Aflac Japan's Chofu Square and the Aflac U.S. headquarters are LEED Gold certified.

Planning for our future the SmartGreen way

With LEED Gold-certified buildings in Japan and the U.S. and an Energy Star rating for 86% of our eligible space in the U.S., Aflac Incorporated remains committed to making our communities, cities and planet better places.

The Aflac board of directors' Corporate Social Responsibility and Sustainability Committee leads green efforts according to the Aflac SmartGreen®. These beliefs pave the way toward becoming a more socially responsible company and put us even closer to achieving our goal of reducing our carbon emissions by 75% by 2030 in the U.S. and Japan.

- **SMARTGREEN PHILOSOPHY:** Wisely choose, use and dispose of the resources we use each day and focus these actions in five categories:



Business
operations



Strategic sourcing
and procurement



Facilities
management



Waste
management



Employee
engagement

To support SmartGreen, Aflac Incorporated has taken measures to ensure this framework is implemented throughout the company.

Aflac Japan built an environmental management promotion system to ensure advocacy throughout our workforce. This system has three pillars:

- The Environmental Management Promotion Committee oversees overall environmental policy management throughout the company.
- The Environmental Management Promotion Council is made up of employees who volunteered to serve on the council. They plan and carry out environmental policy initiatives by leveraging every member's knowledge and experiences.
- The Environmental Management Advocates are employees located at 20 Aflac Japan locations to implement environmental conservation activities.

Additionally, more than 60 employees in the U.S. – aka Aflac Greenbassadors – volunteer to support Aflac's green goals by coordinating events and offering program communication support to business departments. This Green Committee also encourages employees to think green not just at work, but at home, as well.



Aflac Japan created an original logo to promote Aflac SmartGreen efforts.

Aflac Japan created the Environmental Management Declaration in 2019. In this declaration, Aflac Japan is committed to:

- Environmentally friendly behaviors in its business operations.
- Compliance with applicable laws and regulations related to the environment.
- Promotion of environmental education and social contributions.
- Ongoing promotion of improvements to the environment.

Aflac's CSR Heroes: Striving for a better tomorrow

Environmental Management Promotion Council

CSR Heroes
Tokyo, Japan



As part of its efforts to expand environmental initiatives, Aflac Japan established the Environmental Management Promotion Council in 2019. The role of the council is to promote employee awareness and engagement in international environmental issues and Aflac Japan's environmental impact.

To boost employee engagement, Aflac Japan had an open application process for employees who wished to volunteer on the council. As a result, the council's 24 members are employees dedicated to working on the company's environmental efforts in addition to their day-to-day job.

Fostering employees' passion and drive, increasing company value and contributing to society – by achieving those objectives in a sustainable manner, Aflac Japan will continue its reputation as a company on the leading edge of environmental management.

In the short time since its establishment, the council has fully embraced its mission and launched several environmental awareness activities and training materials on topics like climate change and sustainable resources.

David Glover

CSR Hero
Columbus, Georgia



David's desire to give back led to the creation of an e-waste program in 2008 that has had a positive impact not only on the environment, but also on the lives of pediatric cancer patients. In fact, it was a team-building field trip to the Aflac Cancer and Blood Disorders Center in Atlanta that inspired the strategic sourcing consultant to find a recycling company that would donate to charity in return for old company-issued cellphones.

"The dedication and commitment of one individual can lead to a greener environment. We all have the ability to make change happen," says David.

Starting in January 2008, every time employee cellphones were upgraded, the old ones were sent to Phones 4 Charity, which gave a donation to the Aflac Cancer Center on Aflac's behalf. In its first six years, the program led to donations totaling more than \$14,500. That phone recycling program evolved into e-Cycle in 2014, decreasing Aflac's environmental footprint even more. The e-Cycle program destroys sensitive data by micro-shredding the phones' information storage components and shredding the devices in an e-Stewards-certified, EPA-registered facility. Then the e-trash is then repurposed.

Energy management



Over 500 solar panels are installed on the roof of Aflac headquarters in Columbus, Georgia.

In Columbus, Georgia, more than 500 solar panels produce 15% of Aflac corporate headquarters' energy needs while providing an opportunity to sell surplus power created over the weekends to the energy grid.

Aflac is ISO 14001:2015 certified in environmental management at its headquarters' facilities. The certification covers Aflac's environmental planning for support services, strategic sourcing and procurement, information technology, facilities, transportation and corporate aviation.

ISO 14001 certified companies have adopted proven environmentally responsible practices and conserve resources throughout their business processes. They must also monitor and continually improve their performance.

Key measurements of the ISO certifications include increased prominence of environmental management within the organization's strategic planning processes, greater input from leadership, a stronger commitment to proactive initiatives that boost environmental performance, and the development and continual improvement of an energy management system.

Doing our part for a better tomorrow



Energy and gas reduction: To invest in a better future, Aflac began reducing its electricity consumption in 2007 in the U.S. and will continue to reduce it by 50% per square foot by 2025.

- In the U.S., 86% of our eligible space has earned the Energy Star Rating.
- Total gas consumption decreased by 13.4% since 2009.
- In Tokyo, Aflac Square reduced energy consumption by 53% from 2007 to 2019.

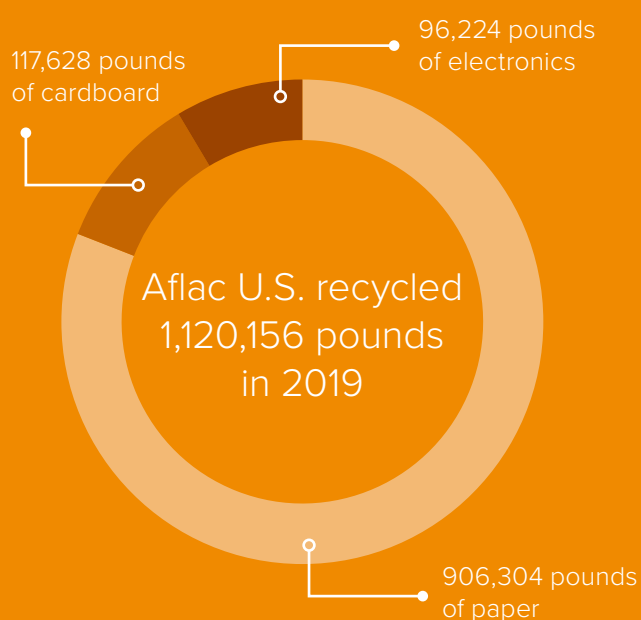


Carbon emissions reduction:

- There has been a more than 60% reduction in carbon emissions for Aflac U.S. since the 2007 baseline.
- There has been a 40% reduction in carbon emissions for Aflac Square in Japan since the 2007 baseline.



Waste reduction: By 2025, Aflac U.S. has pledged to increase the amount of materials printed on Forest Stewardship Council-certified paper to 90%.



- Percentage of waste recycled increased from 3.7% to 65.6% during 2019.
- The waste reduction and recycling strategy diverted more than 900,000 pounds of paper waste from landfills.
- The recycling strategy diverted more than 1 million pounds of solid waste from landfills.
- Aflac Japan's IT team launched a "No Paper" campaign to encourage employees to go paperless and reduce the consumption of paper resulting in about a 65% reduction in 2019. Aflac Japan plans to expand this initiative companywide.
- In Aflac Japan's office, about 62% of waste is recycled and reused.

2019 green activities



Throughout the year, Aflac employees pitch in to help clean up their communities.



Help the Hooch:

Help the Hooch is the single largest river and creek cleanup event in the Southeast U.S. Each year, Aflac employees in Columbus, Georgia, join their neighbors to come together and collect litter along the banks of the Chattahoochee River. More than 100 employees and family members volunteered as part of the Help the Hooch annual cleanup.



Christmas tree recycling:

Aflac employees gave a present to the planet by recycling their fresh-cut Christmas trees. Rather than going to the landfills, the trees provided mulch for playgrounds, local government beautification projects and individual yards.



America Recycles Day:

Aflac staff participated in a recycling Facebook contest to show their commitment to sustainability and help bring awareness to the large percentage of garbage tossed out every month.



Environmental awareness:

Aflac Japan developed an e-learning course to raise more awareness about environmental issues for all employees across the company and its subsidiaries. The course provides updates on our new environmental management initiatives and current global environmental issues that impact Aflac Japan.

About this report

This report includes financial and nonfinancial information from Aflac U.S. and Aflac Japan about activities, data, statistics, awards and accolades related to governance, workplace, philanthropy and environmental sustainability for the 2019 calendar year.

The 2019 report marks our fifth year working toward adherence to the criteria of the [Global Reporting Initiative \(GRI\)](#), the world's most widely used sustainability reporting framework, and the [United Nations Sustainable Development Goals \(UN SDG\)](#).

Key reputation drivers in corporate social responsibility outlined by [RepTrak Company](#) – governance, workplace and citizenship – are also linked to Aflac's 2019 activities and data. The RepTrak Company, considered the gold standard in reputation tracking, conducts research on Aflac's overall reputation as compared to its peers and the RepTrak 100 companies.

An internal steering committee oversaw the report preparation with guidance from Aflac's Corporate Social Responsibility/Environmental, Social and Governance (ESG) Committee, executive leadership and internal subject matter experts.

We invite you to contact us with questions or requests for more information about this report at AflacCSR@aflac.com.

Global Reporting Initiative and United Nations Sustainable Development Goals

The following is in reference to the GRI, the world's most recognized framework for sustainability reporting. Aflac has not sought independent verification for this report but has practices in place to internally validate the data. Disclosures that fulfill GRI Sustainability Reporting Standards (GRI Standards) are noted in the table in the following pages. In addition to GRI, we have also identified where Aflac has aligned with criteria for the United Nations Sustainable Development Goals (UN SDG).

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Global Reporting Initiative and United Nations Sustainable Development Goals

GRI Disclosure	Description	Disclosure Information and Location	UN SDG Alignment
102-1	Organization name	Aflac Incorporated	
102-3	Headquarters location	Columbus, Georgia, USA	
102-4	Operation locations	CEO Letter	
102-5	Legal ownership	Form 10-K	
102-6	Markets served	U.S. and Japan	
102-7	Organization scale	Aflac Incorporated Proxy Statement Aflac Incorporated Aflac U.S.: 43% Aflac Japan: 57%	
102-9	Supply chain description	Aflac's Supplier Code of Conduct	  
102-14	CEO letter	CEO Letter	 
102-16	Organization values, principles, standards and norms of behavior	The Aflac Way Aflac Code of Conduct	 
102-17	Mechanisms for reporting concerns about unethical or unlawful behavior	Aflac Incorporated's anti-fraud teams monitor, investigate and stop fraudulent claim submissions from inside and outside the company. In 2019, for example, Aflac U.S. and Aflac Japan provided ethics training through their e-learning program on topics such as Aflac's Code of Business Conduct and Ethics to all employees, including 10,000 employees and executives. Aflac Code of Conduct	 
102-18	Governance structure	Governance	 
102-19	Delegation process on ESG topics	Governance	 
102-20	Executive responsibility for ESG topics	Governance	 











Global Reporting Initiative and United Nations Sustainable Development Goals

GRI Disclosure	Description	Disclosure Information and Location	UN SDG Alignment
102-21	Organizational consultation process on ESG topics to stakeholders	Governance	 
102-22	Composition of the highest governance body and its committees	Aflac Incorporated governance, as described in the Proxy Statement, includes corporate responsibility oversight by the board of directors' Corporate Social Responsibility and Sustainability Committee. The committee sets our corporate social responsibility (CSR)/sustainability performance objectives, monitors implementation and performance of objectives, and oversees progress made against our social and environmental goals. Operationally, our CSR working group is comprised of company officers who are integral in steering the strategy and performance of the company and also represent various Aflac stakeholder groups. Aflac Incorporated Proxy Statement	 
102-24	Criteria used for nominating and selecting highest governance body members	Aflac Incorporated Proxy Statement	  
102-25	Processes for the highest governance body to ensure conflicts of interest are avoided and managed	Aflac Incorporated Proxy Statement	 
102-26	Executives' roles in the development organization's purpose, value or mission statements, strategies, policies and goals related to ESG	Governance	 





Global Reporting Initiative and United Nations Sustainable Development Goals

GRI Disclosure	Description	Disclosure Information and Location	UN SDG Alignment
102-27	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics	Governance	 
102-29	Highest governance body responsibility for ESG topics and their impacts, risks and opportunities	Governance	 
102-30	Governance responsibility for ESG effectiveness	Governance	 
102-31	Frequency of the highest governance body's review of ESG topics and their impacts, risks and opportunities	Aflac Incorporated Proxy Statement	 
102-32	Committee responsibility for sustainability report	Aflac Incorporated Proxy Statement	 
102-33	Process for communicating critical concerns to the highest governance body	Governance: Contact the Board	 
102-35	Remuneration policies for the highest governance body and senior executives	Aflac Incorporated Proxy Statement	 
102-37	Remuneration transparency	Say on Pay	 
102-38	Ratio of the annual total compensation for the organization's highest-paid individuals	Aflac Incorporated Proxy Statement	 

Global Reporting Initiative and United Nations Sustainable Development Goals

GRI Disclosure	Description	Disclosure Information and Location	UN SDG Alignment
102-43	Report preparation process	Governance	 
102-50	Reporting period for the information provided.	2018	
102-51	Date of the most recent previous report	September 2019	
102-52	Reporting cycle	Annually	
102-53	Report contact	Darcy Brito	
102-55	GRI disclosures referenced	This report references the GRI disclosures noted within the disclosure index.	
102-56	GRI disclosures referenced	This report has not been externally assured.	
204-1	External Assurance	Governance	
302-4	Energy consumption and reduction	Through sustained and deliberate energy-saving measures, the company has reduced its total electricity consumption for corporate real estate by 3.5% this year. Since 2007, electricity consumption in Aflac U.S. has been reduced by over 50% KWH per square foot. This has saved Aflac U.S. nearly \$18 million in expenses and successfully marks the goal of reducing electricity consumption in the U.S. by 50% by 2025 against the 2007 baseline. This year, we plan to revise our goal and expand to our Japanese buildings and facilities.	  
306-3	Total waste generated and recycled	Environment	  
404-2	Employee skills training	Workplace	
405-1	Governance diversity	Workplace	

Global Reporting Initiative and United Nations Sustainable Development Goals

GRI Disclosure	Description	Disclosure Information and Location	UN SDG Alignment
405-2	Ratio of the basic salary and remuneration of women to men	Workplace	
414-1	Supplier screening process	Aflac's Supplier Code of Conduct	
415-1	Political contribution reporting	Political Activity Report	
417-3	Total number of incidents of noncompliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion and sponsorship	In accordance with Securities and Exchange Commission (SEC) requirements, Aflac Incorporated discloses all material legal proceedings, other than ordinary routine litigation incidental to the business, in its Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q. In 2018, legal proceedings and/or losses, if any, associated with marketing and communication of insurance product-related information were de minimis.	

Jean Roberts Amos, a pillar of the Aflac family (1928-2019)



Jean Roberts Amos, or Mrs. Jean to many, was a light to all that knew her.

To know her was to love her.

It was chilly one late November evening as a crowd gathered in Aflac's Jeanette Avenue parking lot to celebrate an annual holiday tradition: the Aflac Tower Lighting. Employees and their families mingled against a backdrop of festive decorations and upbeat music. At the center of it all: a large, open tent holding tables and chairs, crafts and warm sweets. And something more – a steady stream of well-wishers eager to say hello to one person in particular.

Near the edge of the tent, in a spot undoubtedly deemed ideal from which to enjoy all the sights and sounds of the evening, sat a heart of gold dressed in bright Christmas red and a smile that shined brighter than the sparkling holiday lights around her — Mrs. Jean.

It wasn't unusual for Jean Amos to attend Aflac events. The wife of one of its founders and the mother of its CEO, she radiated sincerity and joy when among employees, agents and their families, evidence of how much her Aflac family meant to her. But even greater was how much Mrs. Jean meant to the Aflac family.

Charmingly free of pretense in discussion and demeanor, Mrs. Jean had the innate ability to make everyone she encountered feel special. As one Aflac employee reminisced: "You could be one of a thousand people in a room with her, but Mrs. Jean would make you feel like you were the only two people there. When you talked to her, she listened." To know her genuine kindness, compassionate heart and delightful sense of humor was a gift.

Strong willed? Most assuredly. Determined? Yes. Opinionated? Delightfully so. That strength, intelligence and wit served the Pensacola native well as she worked tirelessly beside her husband, Paul – first, at their Florida five-and-dime stores and, later, when they started and nurtured a new life – and Aflac – in Georgia alongside his two brothers. Mrs. Jean and her beloved Paul were married for 65 years when he passed away in 2014.

Mrs. Jean was beautiful and graceful. Vivacious and fun. She loved music and travel, and both, she would tell you, were better when shared with friends. She possessed a strong commitment to purpose, as well as an understanding that it's not what you have that makes you rich and successful, but what you give. Countless individuals – Aflac employees, included – benefited from her and her husband's quiet philanthropy. Anchored in faith, Mrs. Jean led by example. Above all, she loved the Lord and her family.

In his mother's traits and attributes, her only child, Dan, no doubt saw the source for many of his own.

Jean Roberts Amos passed away quietly Sunday, Nov. 10, 2019, at the age of 90. The loss was felt far and wide, but nowhere was it felt more deeply than among those at Aflac fortunate enough to have called her friend. Her presence is and will be missed for many, many years to come. Her extraordinary spirit will be a part of Aflac forever.

Because to know Mrs. Jean was to love her.

And the Aflac family loved her so.

Thank You!

Arigatou Gozaimasu

ありがとうございます



Learn more and visit: aflac.com/csrreport



facebook.com/aflac



[@aflac](https://twitter.com/aflac)



[@aflacduck](https://www.instagram.com/aflacduck)



linkedin.com/company/aflac

Individual coverage is underwritten by Aflac. Group coverage is underwritten by Continental American Insurance Company (CAIC), a wholly-owned subsidiary of Aflac Incorporated. CAIC is not licensed to solicit business in New York, Guam, Puerto Rico, or the Virgin Islands. For groups situated in California, group coverage is underwritten by Continental American Life Insurance Company. For individual coverage in New York or coverage for groups situated in New York, coverage is underwritten by Aflac New York.

WWHQ | 1932 Wynnton Road | Columbus, GA 31999

Continental American Insurance Company | Columbia, SC