At Aflac, we don’t want to simply hire good people; we want to keep good people. To that end, we have many programs in place designed to help employees not only define their career goals, but also help them achieve those goals. These include:

**Career Success Centers**
Aflac’s Career Success Centers in Columbus, Georgia, and Columbia, South Carolina, are fully staffed career-counseling offices that have helped more than 1,200 total employees — 40.19 percent of all Columbus employees and 33 percent of all Columbia employees — obtain promotions since opening in 2014. The Centers empower employees to take charge of their careers by providing in-person counseling sessions, resume development and interview practices.

**TEACH Mentorship Program**
Aflac’s premier mentoring program, called TEACH, allows employees to “teach what they know and learn what they don’t.” Ethnic minorities make up 45 percent of TEACH mentors and women make up 68 percent.

**Real Talk**
Real Talk offers employees an open forum to make connections with senior leaders through small-group settings that foster opportunities for

**REVERSE-MENTORING**
Aflac’s Chief Information Officer Julia Davis developed and implemented a program that jump-started Aflac’s unique approach to reverse-mentoring. The initiative pairs a veteran IT staff member with “apprentices,” most of whom are recent college graduates coined with the title “digital natives.” The initiative enables 470 employees from Aflac’s IT organization — whose average age is 48 — to benefit from a transformative program intended for seasoned IT professionals to keep in tune with technology advances while further developing the next generation of leaders.

Apprentices work with members of the IT team in two-year rotations. They move from team to team every few months to get a feel for the nuances of Aflac’s IT roles, operations and corporate culture. The structure of the apprenticeship program also allows younger employees to create connections with multiple senior leaders, rather than reporting to one boss.

Aflac’s reverse-mentoring program, orchestrated by CIO Julia Davis connects employees of all ages. Whether millennial or veteran staff, each participant learns something new.

Reverse-mentoring offers more than just transformation and modernization of skillsets and approaches to corporate services. Successful apprentices can create a desirable problem: Demand is so high that before a rotation is complete, multiple managers are requesting the apprentice as their team member. Across the board, this compels managers to raise their game to be the kind of leaders for whom apprentices strive to work.
growth. In 2016, Aflac hosted more than a dozen Real Talk sessions focused on personal career development, including topics like personal branding, first impressions, presentation skills, and receiving and giving effective feedback.

**Leadership, Learning and Development**
Because quality leadership is vital to building and retaining a top-notch workforce, we also devote resources to helping team leaders become stronger managers. To that end, we launched our Leadership, Learning and Development initiative in 2016 at Aflac’s Columbus office. The program teaches key management skills and conflict resolution. In 2017, Aflac will expand the program in Columbia, South Carolina.

**Code of Business Conduct and Ethics**
The Aflac Incorporated Code of Business Conduct and Ethics (our “Code”) shows employees how to apply the company’s founding values of teamwork, respect, fairness, honesty, integrity and responsibility to everyday business conduct. By choosing to work at Aflac, employees have made a commitment to ethical and lawful business conduct, and all are expected to understand and follow the policies set forth in the Code. Every Aflac employee is required to complete annual web-based training, confirming their understanding of these important policies.

**Aflac Quest**
Team-building and skills-assessment are combined in the Aflac Quest — an interactive activity to reinforce teamwork, problem-solving and conflict-resolution skills. This hands-on activity is a fun learning tool that encourages teams to work together to resolve problems and develop a succession plan during a crisis scenario.