



**CALIFORNIA DEPARTMENT OF INSURANCE  
2014 GOVERNING BOARD DIVERSITY SURVEY**

Report Type: **Group**

Group / NAIC Code: **60380**

Group / Company Name: **American Family Life Assurance Company of Columbus (Aflac)**

1. Please provide the name of the public, U.S. - based Board of Directors that represents the ultimate controlling party of the insurance group:

**Aflac Incorporated**

2. How many people:

a) Serve on this Board of Directors? **13**

b) Of those in "a)", how many identify as:

i. Women **2**

ii. Men **11**

c) Of those in "a)", how many:

i. Are Disabled Veterans? **0**

ii. Publicly Identify as LGBT (Lesbian, Gay, Bisexual, and / or Transgender)? **0**

d) Of those in "a)", how many identify as:

i. American Indian? **0**

v. Multi-Ethnic? **0**

ii. African American? **2**

vi. Caucasian? **10**

iii. Asian Pacific Islander? **1**

vii. Other? **0**

iv. Hispanic / Latino? **0**

3. Of the board members identified in "b) i; c) i-ii, and d) i-v", how many:

a) Currently serve as an officer of the corporation? **0**

b) List of all positions currently held by these board members (i.e. chair, vice chair, secretary).

c) Currently serve as an chair of a board committee? **3**

d) List of all committees currently chaired by these board members (i.e. nomination committee, governance committee).

**Compensation CommitteeCorporate Governance CommitteeSustainability Committee**

4. Do governing board members serve under term limits?

NO

If yes, description of the term limits (including the number of years per term and if there is a maximum number of terms one can serve on the board).

If no, the average number of years served by the current governing board:

14

5. Is diversity one of the attributes within the formal evaluation criteria by the nomination committee and by the board when considering prospective board members?

YES

6. Does the mission statement of the governing board and / or any of its committees include the goal of increasing and / or improving diversity amongst its governing board members?

YES

If yes, indicate where this language can be found (including mission statement language).

**Aflac Incorporated Guidelines on Significant Corporate Governance Issues --"5. Nomination of Directors**The Board has delegated to the Corporate Governance Committee the responsibility of selecting and recommending to the shareholders nominees for membership on the Board. The Corporate Governance Committee is also responsible for reviewing any shareholder nominees. In discharging this responsibility, the Corporate Governance Committee may receive input from other Board members. In its selection, the Corporate Governance Committee should consider such factors as values and disciplines, ethical standards, diversity, background, skills and experience of the nominee, within the context of the characteristics and needs of the Board as a whole."**Aflac Incorporated Charter of the Corporate Governance Committee of the Board of Directors --"DUTIES AND RESPONSIBILITIES - BOARD GOVERNANCENominating Board Candidates**5. Recommend criteria for membership on the Board, including expertise, business or financial experience, character, diversity and other board memberships of the candidate."

7. Does your group actively engage in outreach efforts to diversify your board?

YES

This can include ongoing outreach efforts, as well as outreach efforts as vacancies arise.

If yes, share the outreach efforts your company engages in to diversify your governing board.

**As vacancies arise on the Board, the Corporate Governance Committee considers diversity of potential nominees as described in response to question 6 above.**In addition, the diversity of Board and Committee members (which would include gender, ethnicity, race, color, and national origin) is one of the specified criteria considered by the Board as part of its annual self-evaluation.

8. Additional comments:

9. List of companies in the group that meet the \$100 million threshold:

Company Name

Company NAIC Number


