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2020 COMMUNITY IMPACT REPORT  
AMERICAN FIDELITY ASSURANCE COMPANY



## 2020 COMMUNITY IMPACT REPORT

2020 was undoubtedly one of the most challenging years in recent history for our communities, our state, our nation and even our world. But throughout it all, American Fidelity remained committed to making things a little easier for the communities where we do business.

Philanthropy looked a little different in 2020. Instead of volunteering with our favorite organizations, we delivered personal protective equipment to healthcare workers and educators. Instead of supporting the United Way through in-person activities and tours, we learned more about the agencies via video meetings. Instead of in-person fundraising events, we supported virtual activities hosted by the non-profit agencies. Instead of donating our time, we donated more of our funds.

Because of our strength as a Company, we were able to remain steadfast in our dedication to the community, no matter what 2020 threw at us. In the following pages, you'll see how our Company – and our Colleagues – kept the commitment to help build a strong and vibrant community. In challenging times, it's more important than ever to demonstrate that it's always the right time to do the right thing.

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“ YOU ARE SAVING LIVES. YOUR DONATION IS MAKING IT POSSIBLE FOR OUR DEDICATED DOCTORS, NURSES AND STAFF TO PROVIDE SAFE, COMPASSIONATE CARE TO PEOPLE IN OUR COMMUNITY DURING THIS UNPRECEDENTED TIME IN OUR NATION. THANK YOU FOR BEING AN ACTIVE PART OF THE SOLUTION TO RESPOND EFFECTIVELY TO THE PANDEMIC AND BETTER ENSURE THE HEALTH AND SAFETY OF OUR NEIGHBORS. ”

**SHERRY RICE RHODES**, SSM FOUNDATION





## PANDEMIC RESPONSE

## PPE FOR SCHOOLS

American Fidelity spent \$25,460.08 to provide sanitizing wipes, disposable face masks and hand sanitizer to schools throughout the state of Oklahoma.



## ENCOURAGING SAFETY

In January 2021, American Fidelity launched a campaign to encourage everyone to continue to follow pandemic safeguards including wearing masks, socially distancing and washing their hands. Billboards expressing support for healthcare workers and educators were posted throughout Oklahoma City, while videos were posted to social media of American Fidelity Colleagues talking about why they supported the pandemic precautions.

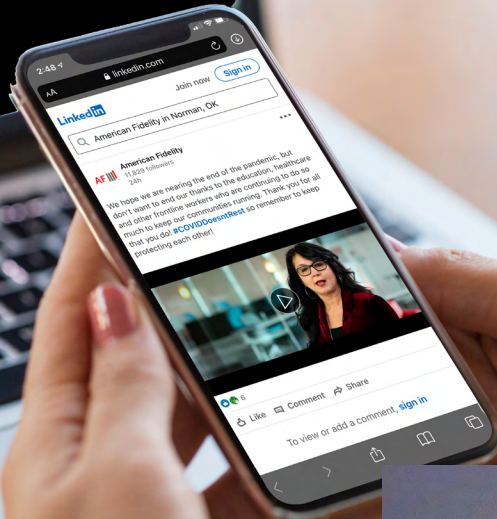
**American Fidelity supports  
our education heroes!**

*#COVIDDoesntRest*

AMERICAN FIDELITY   
a different opinion







#COVIDDoesntRest

### How I Stop the Spread

"We support telecommuting, social distancing and limiting the number of Colleagues in our building."

**Jeanette Rice**  
President, COO American Fidelity



## MASKS FOR OUR HEROES

American Fidelity donated thousands of N-95 masks and gloves to hospitals and first responders to help combat PPE shortages early in the pandemic.



## LIGHTS, CAMERA, UNITED WAY

To support the United Way and its partner agencies, American Fidelity staff produced three videos that could serve as virtual tours during the 2020 fundraising campaign.







## SPIRITED SUPPORT

Colleague Spirit Week held March 30–April 3 included Hang a Heart Day and Chalk Your Walk for Colleagues to show support for healthcare workers, educators and other essential workers helping to keep our lives as normal as possible and spread cheer in their neighborhoods.



“ ESPECIALLY FOR SMALLER, LOCAL NON-PROFITS, THE MONEY THAT AF DONATES CAN HAVE A HUGE IMPACT. KNOWING THAT MY TIME AND EFFORT BENEFITS, BOTH PRACTICALLY AND FINANCIALLY, ORGANIZATIONS THAT I LOVE IS IMPORTANT TO ME. I AM DEEPLY GRATEFUL TO AMERICAN FIDELITY FOR HELPING ME SUPPORT NON-PROFITS IN OUR COMMUNITY. ”

MICHELLE HAMRICK, AF COLLEAGUE

## GRANTS & SUPPORTED ORGANIZATIONS

2020 TOTAL CORPORATE GIVING  
**\$2,740,533.72**

The American Fidelity Foundation and the family of companies are proud to be strong corporate citizens committed to building a vibrant community for our Colleagues and Customers. We believe it's always the right time to do the right thing.

RECORD-BREAKING AMOUNT OF  
 MATCHED COLLEAGUE DONATIONS

**\$90,511.00**

**198** Donations Matched

**164** Participating Colleagues

**135** Unique Organizations







COLLEAGUE RELIEF FUND DISTRIBUTIONS  
SINCE INCEPTION IN 2014

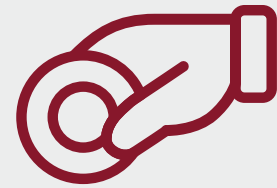
**\$118,818.36**

**86**

COLLEAGUES HAVE  
BENEFITTED FROM  
THE EFFORTS OF  
THE COLLEAGUE  
RELIEF FUND.



# 2022 UNIQUE ORGANIZATIONS HELPED



405 ANIMAL RESCUE FOUNDATION  
A CHANCE TO CHANGE FOUNDATION  
AFRICAN AMERICAN POLICY FORUM  
AGAPE ROAD  
ALLIED ARTS  
ALLIED ARTS FOUNDATION  
ALZHEIMER'S ASSOCIATION  
OKLAHOMA CHAPTER  
AMERICAN ACADEMY IN ROME  
AMERICAN CANCER SOCIETY  
AMERICAN HEART ASSOCIATION  
AMERICAN INDIAN CULTURAL CENTER  
FOUNDATION - FIRST AMERICANS MUSEUM  
AMERICAN MOTHERS  
AMERICAN NICARAGUAN FOUNDATION  
AMERICAN RED CROSS  
ANGELS FOSTER FAMILY NETWORK  
AREAWIDE AGING AGENCY  
ARISE MINISTRIES  
ARTS COUNCIL OF OKLAHOMA CITY  
AUTISMOKLAHOMA.ORG

BART CONNER EDUCATIONAL PROGRAMS  
BIG BROTHERS BIG SISTERS OF OKLAHOMA  
BISHOP MCGUINNESS  
BLUEGRASS JUNIOR WOMEN'S CLUB  
BOYS & GIRLS CLUB OF OKLAHOMA COUNTY  
CALM WATERS CENTER FOR CHILDREN  
AND FAMILIES  
CAMP FIRE HEART OF OKLAHOMA  
CANTERBURY VOICES  
CASA OF OKLAHOMA COUNTY  
CATHOLIC CHARITIES - OKLAHOMA CITY  
CBMC OKLAHOMA  
CENTER FOR CHILDREN AND FAMILIES INC  
CENTER OF FAMILY LOVE  
CENTRAL OKLAHOMA HUMANE SOCIETY  
CHATTANOOGA'S WOMEN  
LEADERSHIP INSTITUTE  
CHILDREN'S HOSPITAL FOUNDATION  
CHRISTIAN FLIGHTS INTERNATIONAL  
CITY CARE  
CIVIC CENTER FOUNDATION

CMAR SCHOLARSHIP FUND  
COLONIAL WILLIAMSBURG FOUNDATION  
COLUMBUS CORPORATION OF OKLAHOMA CITY  
COMMUNITIES FOUNDATION OF OKLAHOMA -  
OKC BLACK JUSTICE FUND  
COMMUNITY LITERACY CENTERS  
CREATIVE OKLAHOMA  
CRISTO REY OKLAHOMA CITY CATHOLIC  
HIGH SCHOOL  
CROSSROADS ASSEMBLY OF GOD  
DEADCENTER FILM FESTIVAL  
DEAN MCGEE EYE INSTITUTE FOUNDATION  
DELTA GAMMA FOUNDATION  
DINNER WITH LOVE FOUNDATION  
DOWN SYNDROME ASSOCIATION OF  
CENTRAL OKLAHOMA  
DOWNTOWN OKC INITIATIVES  
EDMOND AMBUCS  
EDMOND PUBLIC SCHOOL FOUNDATION  
EXECUTIVE SERVICE CORPS OF  
CENTRAL OKLAHOMA  
FAMILY BUILDERS  
FIELDS & FUTURES FOUNDATION  
FOUNDATION FOR OKC PUBLIC SCHOOLS  
GIRL SCOUTS - WESTERN OKLAHOMA  
GOLD4KIDS CANCER FOUNDATION OF TULSA  
GOODWILL INDUSTRIES OF  
CENTRAL OKLAHOMA

GREAT EXPECTATIONS FOUNDATION  
GROUND ZERO EMERGENCY  
TRAINING CENTER  
HABITAT FOR HUMANITY  
HARDING FINE ARTS ACADEMY FOUNDATION  
HEALTHY SCHOOLS OKLAHOMA  
HEARTLINE, INC.  
HOMELESS ALLIANCE  
I2E, INC.  
IAAP FOUNDATION  
INFANT CRISIS SERVICES  
INFINITY FARMS ANIMAL SANCTUARY  
INTEGRIS FOUNDATIONS  
JDRF INTERNATIONAL  
JESUS HOUSE  
JIM THORPE ASSOCIATION  
JOHN REX ELEMENTARY PTA  
JUNIOR ACHIEVEMENT OF OKLAHOMA  
KEATON'S KINDNESS FOUNDATION  
KIPP REACH COLLEGE PREPARATORY  
LAST FRONTIER COUNCIL/BOY SCOUTS  
OF AMERICA  
LATINO COMMUNITY DEVELOPMENT AGENCY  
LEADERSHIP OKLAHOMA  
LEADERSHIP OKLAHOMA CITY  
LIBRARY ENDOWMENT TRUST  
LIFE CHURCH  
LUPUS FOUNDATION OF AMERICA,  
MID-SOUTH CHAPTER  
LYRIC THEATRE OF OKLAHOMA  
MACK IMPACT  
MARCELLA GUTHRIE SCHOLARSHIP FUND  
MARCH OF DIMES  
MAUI HEALTH FOUNDATION

MCCALL'S CHAPEL SCHOOL  
MERCY HEALTH FOUNDATION OKC  
MERCY HEALTH FOUNDATION OKC -  
MERCY WOMEN'S CENTER  
MJ 4 HOPE  
MOORE FAITH MEDICAL CLINIC  
MOUNTAIN RESCUE-ASPEN, INC.  
MYRIAD GARDENS FOUNDATION  
NATIONAL COWBOY & WESTERN  
HERITAGE MUSEUM  
NEIGHBORHOOD ALLIANCE OF  
CENTRAL OKLAHOMA  
NEIGHBORHOOD SERVICES ORGANIATION  
NEW YORK UNIVERSITY  
NEWSPAPERS IN EDUCATION  
NEWVIEW OKLAHOMA  
NEXT GEN UNDER 30 FOUNDATION  
NICHOLS HILLS PARKS, INC.  
NORTH OKC SOCCER CLUB, INC.  
OKC BEAUTIFUL  
OKC STRIKERS CRICKET CLUB  
OKLAHOMA AIDS CARE FUND  
OKLAHOMA BLOOD INSTITUTE  
OKLAHOMA CENTER FOR NONPROFITS  
OKLAHOMA CHILDREN'S THEATRE  
OKLAHOMA CHRISTIAN UNIVERSITY  
OKLAHOMA CITY / COUNTY  
HISTORICAL SOCIETY  
OKLAHOMA CITY BALLET

OKLAHOMA CITY COMMUNITY FOUNDATION  
OKLAHOMA CITY MUSEUM OF ART  
OKLAHOMA CITY NATIONAL  
MEMORIAL FOUNDATION  
OKLAHOMA CITY PHILHARMONIC  
OKLAHOMA CITY UNIVERSITY  
OKLAHOMA CITY ZOO  
OKLAHOMA CLEATS FOR KIDS  
OKLAHOMA CONTEMPORARY ARTS CENTER  
OKLAHOMA COUNCIL ON  
ECONOMIC EDUCATION  
OKLAHOMA EDUCATION ASSOCIATION  
OKLAHOMA ENGINEERING FOUNDATION  
OKLAHOMA FOUNDATION FOR EXCELLENCE  
OKLAHOMA HERITAGE ASSOCIATION  
OKLAHOMA HUMANE SOCIETY  
OKLAHOMA INTERVIEWING SERICES  
OKLAHOMA MEDICAL  
RESEARCH FOUNDATION  
OKLAHOMA MUSEUM OF ART  
OKLAHOMA PROJECT WOMAN  
OKLAHOMA SCHOOL OF SCIENCE AND  
MATHEMATICS FOUNDATION  
OKLAHOMA SENIOR FOLLIES, INC.  
OKLAHOMA STATE FAIR  
OKLAHOMA YOUTH ORCHESTRAS  
OKLAHOMANS FOR THE ARTS  
OSU FOUNDATION



OU COLOMBIAN STUDENT ASSOCIATION  
PARAKALEO  
PARENT PROMISE  
PASEO ARTS ASSOCIATION  
PAYNE EDUCATION CENTER  
PETS AND PEOPLE HUMANE SOCIETY  
PHI GAMMA DELTA EDUCATION FOUNDATION  
PIVOT  
POETIC JUSTICE  
POSITIVE TOMORROWS  
RAINBOW FLEET  
REDBUD CLASSIC  
REGIONAL FOOD BANK OF OKLAHOMA  
REMERGE OF OKLAHOMA COUNTY, INC.  
RIVERSPORT FOUNDATION  
SALVATION ARMY  
SCISSORTAIL PARK FOUNDATION  
SISTER CITIES OKC, INC.  
SIXTWELVE, INC.  
SKANDIA FOLK DANCE SOCIETY  
SMART START CENTRAL OKLAHOMA  
SOONER MORGAN  
SPECIAL CARE, INC.  
SPECIAL OLYMPICS OKLAHOMA  
SPUR KITCHEN FOUNDATION  
ST. ANTHONY FOUNDATION  
ST. JUDE

ST. LUKE'S UNITED METHODIST CHURCH -  
MEALS ON WHEELS OKC  
STATE CAPITAL PUBLISHING MUSEUM  
STEM ACHIEVEMENT FOUNDATION  
STEPHEN SILLER TUNNEL TO  
TOWERS FOUNDATION  
SUNBEAM FAMILY SERVICES  
SW LINCOLN COUNTY FIRE PROTECTION  
DISTRICT 1  
TEACH FOR AMERICA  
THE CHILDREN'S CENTER  
THE EDUCATION AND  
EMPLOYMENT MINISTRY  
THE FIRST TEE OF METROPOLITAN  
OKLAHOMA CITY  
THE FOUNDATION FOR OKLAHOMA CITY  
PUBLIC SCHOOLS  
THE GIVING BACK FUND, INC.  
THE NEA FOUNDATION  
THE OKLAHOMA ACADEMY  
THE OKLAHOMA CARING FOUNDATION  
THE SALVATION ARMY  
TREE BANK FOUNDATION  
TULSA COMMUNITY FOUNDATION  
UCO FOUNDATION  
UNITED WAY OF CENTRAL OKLAHOMA  
UNIVERSITY OF CENTRAL  
OKLAHOMA FOUNDATION  
UNIVERSITY OF OKLAHOMA FOUNDATION

URBAN LEAGUE OF GREATER  
OKLAHOMA CITY  
VARIETY CARE FOUNDATION  
VOICE OF THE MARTYRS  
WES WELKER FOUNDATION  
WESTMINSTER SCHOOL  
WINGS  
WOUNDED WARRIOR PROJECT  
WOVENLIFE  
YMCA OF GREATER OKLAHOMA CITY  
YOUTH SERVICES OF TULSA  
YWCA OKLAHOMA CITY



“ I’M PROUD OF OUR COMMUNITY INVOLVEMENT. OUR COMPANY PRIORITIZES SERVING OUR COMMUNITY BY DEDICATING COMPANY RESOURCES TO SUPPORTING COLLEAGUES’ EFFORTS. PAID VOLUNTEER TIME, VOLUNTEER GRANTS AND BOARD SERVICE INCENTIVES ARE BACKED BY CORPORATE DONATIONS AND COMPANY-SPONSORED VOLUNTEER OPPORTUNITIES. ”

AF COLLEAGUE





## SPONSORSHIPS &amp; PROGRAMS

**COMMITMENT  
TO READING  
ROLLS ON**

Though on a hiatus from mid-March 2020 through February 2021, much was done to get the new and improved design rolled out to improve range and accessibility.



## 2020 CAN'T STEAL OUR THUNDER FOR READING CHALLENGE

Our school year challenge was cut short due to COVID-19, with children taking part November 2019–February 2020. But the numbers here show great support and effort by our participants. An additional 30-day challenge started April 6, 2020, with 1,764 students reporting 1,537,850 minutes read.

**567** Schools

**60,390** Students Enrolled

**29,897,204** Minutes Read

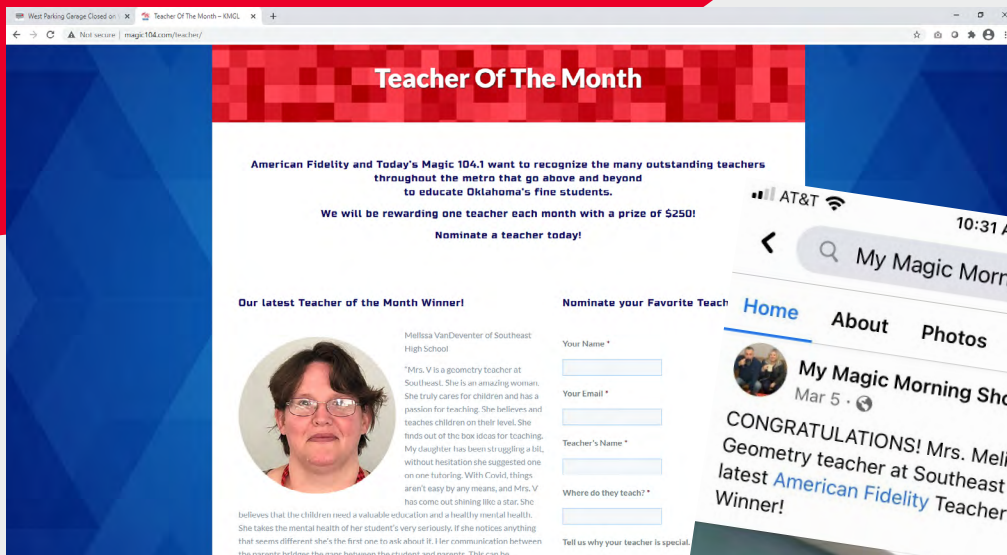


### TEACHER OF THE GAME

In partnership with the NBA's Oklahoma City Thunder, 528 teachers have been honored since 2008, with 36 in the spotlight through the 2020-21 season.







## KMGL TEACHER OF THE MONTH

Teachers of the month for the 2020–21 School Year each receive recognition on the radio broadcast and \$250 each; eight teachers will be honored October 2020 though May 2021.



## JOHN REX SCHOLARSHIP GROWING

Colleagues' children in undergraduate programs can apply for a \$2,000 annual scholarship, with the potential for up to \$8,000 in financial aid per student. Building on the program's offerings, a third scholarship opportunity geared toward diversity and inclusion is set to be awarded in 2021.



## STEM TEACHERS TAKE THE LEAD

AF offers a three-day **LEADERSHIP ACADEMY** to equip STEM teachers with skills to help in the classroom as well as their individual school sites and districts.

- 2019 – 9 teachers attended from 4 districts
- 2020 – 15 teachers from 8 districts participated virtually



## TEACHERS HAVE CLASS

A twist on traditional summer school, AF hires STEM teachers while out of the classroom to provide real-world experience they can take back to their students in the fall. The usual festivities include a stipend distribution, and this year we beefed up the sanitizing supplies.

- 2019 – 8 Teacher Fellows from 7 districts
- 2020 – 8 Teacher Fellows participated in the fully virtual offering





## PROUD TO BACK THE WNBA DALLAS WINGS

This year we supported efforts of the Dallas Wings through sponsorship of the First Responders Tournament.



## HELPING CRISTO REY STUDENTS SHINE

The AF Foundation increased funding amount for scholarships. In the 2019-2020 school year, four students gained work experience in the office. Though we have enjoyed the students' smiling faces, the donation was made in lieu of having onsite workers due to COVID-19.

### GETTING PAID TO VOLUNTEER

At the beginning of 2020, a new and improved program went into effect allowing Colleagues up to 16 hours of PAID VOLUNTEER TIME per year. In spite of the challenges 2020 presented to volunteering:

97 COLLEAGUES  
USED  
656

HOURS OF PAID VOLUNTEER TIME FOR  
NON-PROFIT ORGANIZATIONS



### GRANTING AMAZING OPPORTUNITIES

VOLUNTEER GRANTS allow Colleagues to earn \$10 per hour for non-profit charity organizations when they volunteer.

**\$1,735** Paid to Organizations in 2020

BOARD SERVICE INCENTIVE GRANTS allow Colleagues serving on non-profit charity boards to request a \$1,000 donation in their name for the organization they serve .

**\$20,000** Paid



## FORGING THE CONNECTION

Community Connection is AF's online forum for offering up opportunities from volunteering to fundraising. In 2020, we had:

**73** OPPORTUNITIES  
POSTED



## MAKING A DEPOSIT AT THE REGIONAL FOOD BANK

Dropping off our canned goods wasn't an option, but our can-do spirit inspired Colleagues to donate \$6,740.72 that was coupled with a Foundation match of \$6,714.55 to provide a total donation of

**\$13,455.27**

“ THE COMPANY CARES ABOUT COMMUNITIES (NOT JUST MAKING A PROFIT) AND DEMONSTRATES THAT CONSISTENTLY BY BEING INVOLVED IN THE COMMUNITY AND ENCOURAGING FIELD/OUTSIDE COLLEAGUES TO DO THE SAME IN THEIR RESPECTIVE COMMUNITIES. ”

AF COLLEAGUE



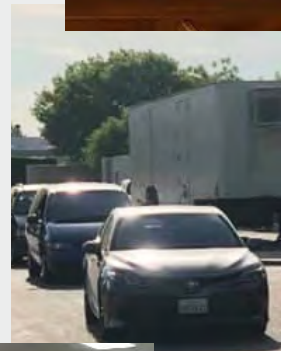
## WORKSITE CAMPAIGNS

GIVING FROM  
THE HEART

We hosted three blood drives with a total of 160 donations for the OKLAHOMA BLOOD INSTITUTE.









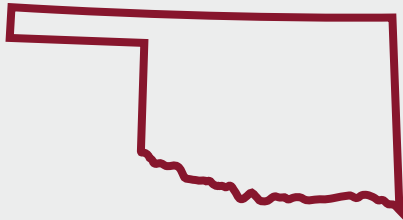
## MANY PARTS OF AMERICAN FIDELITY HELP TO KEEP OUR COMMUNITIES WHOLE

- **OPERATIONS** Colleagues collected financial donations for the Positive Tomorrows Merry Market and purchased wish list items for the school for homeless students in Oklahoma City. Retirees also supported this effort.
- **MARKETING AND REVENUE SUPPORT** Colleagues donated funds to purchase items for Infant Crisis Services.
- Colleagues from the **PRODUCT MANAGEMENT DIVISION** supported six different Donors Choose projects to help teachers with connections to our Colleagues.
- **CALIFORNIA FIELD STAFF** helped the Fresno Teachers Association hand out meals to families in need around the Fresno community.
- **IT COLLEAGUES** donated 191 pairs of gloves to a local elementary school.



## FIELDING THE CALL ACROSS THE NATION

Field Colleagues and corporate officers were provided the opportunity to donate \$75 each to the organizations they support. The \$49,875 in donations went to:



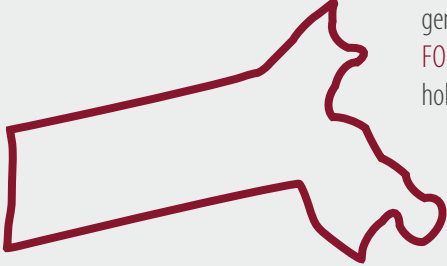
The AF Foundation provided \$25,000 to the Oklahoma City **BLACK JUSTICE FUND**, which helped support agencies and projects dedicated to promoting racial equity and justice in the Oklahoma City metro area.



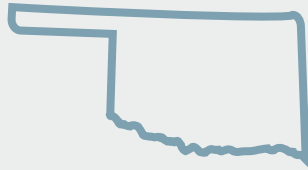




Strategic Alliances Colleagues in Massachusetts collected new and gently used items for a COATS FOR KIDS drive around the holiday season.



Colleagues serve on non-profit boards across the state of Oklahoma as well as Kentucky (BLUEGRASS JUNIOR WOMAN'S CLUB), New Hampshire (CMAR SCHOLARSHIP FUND), Washington (SKANDIA FOLKDANCE SOCIETY) and Tennessee (CHATTANOOGA WOMEN'S LEADERSHIP INSTITUTE), among many others.





MARCH  
Down Syndrome  
Association of Central OK



### MONTHLY CHARITY DAY DONATIONS

Charities nominated by Colleagues and selected by random drawing receive the \$2 donation from those Colleagues who elect to wear AF T-shirts on Fridays. Colleagues enrolled in payroll deduction receive a free Chari-tee each year to showcase their support.

\$1,300

DONATED  
MONTHLY  
ON AVERAGE



JANUARY – His Grace Foundation

FEBRUARY – Children’s Heart Foundation



APRIL – Cameron Companies Colleague Relief Fund

MAY – ONE (One Neighborhood Empowered)

JUNE – The Bella Foundation

JULY – Buchanan School Supply Drive

AUGUST – Oklahoma Lupus Foundation

SEPTEMBER – Ella’s Army

OCTOBER – Women’s Resource Center

NOVEMBER – Tornado Alley Bulldog Rescue



*DECEMBER*  
**Foundation for  
Children with Cancer**

## COLLEAGUES COME TOGETHER FOR THE UNITED WAY

The first all-virtual United Way campaign was successful at raising funds and so much more. Many cool things happened: lunch n' learns replaced the traditional agency fair, 10 agencies gave virtual tours and the tie-dye T-shirts available for purchase were all the rage!



**\$400,889.73**

in Colleague donations combined with

**\$220,000**

in Foundation match, makes it:

**\$620,889.73**

RAISED FOR UNITED WAY!



## ALLIED ARTS DRAWS LARGE FOLLOWING AT AF

We were able to host an Allied Arts agency fair and other in-person events in February and early March. Colleagues learned how their donations help local arts agencies reach more than 1 million people each year.

\$102,370 DONATED



“ WE ALL STRIVE FOR  
SUCCESS TOGETHER,  
AND WE WORK HARD TO  
MAKE THINGS BETTER  
IN OUR COMMUNITY. ”

AF COLLEAGUE

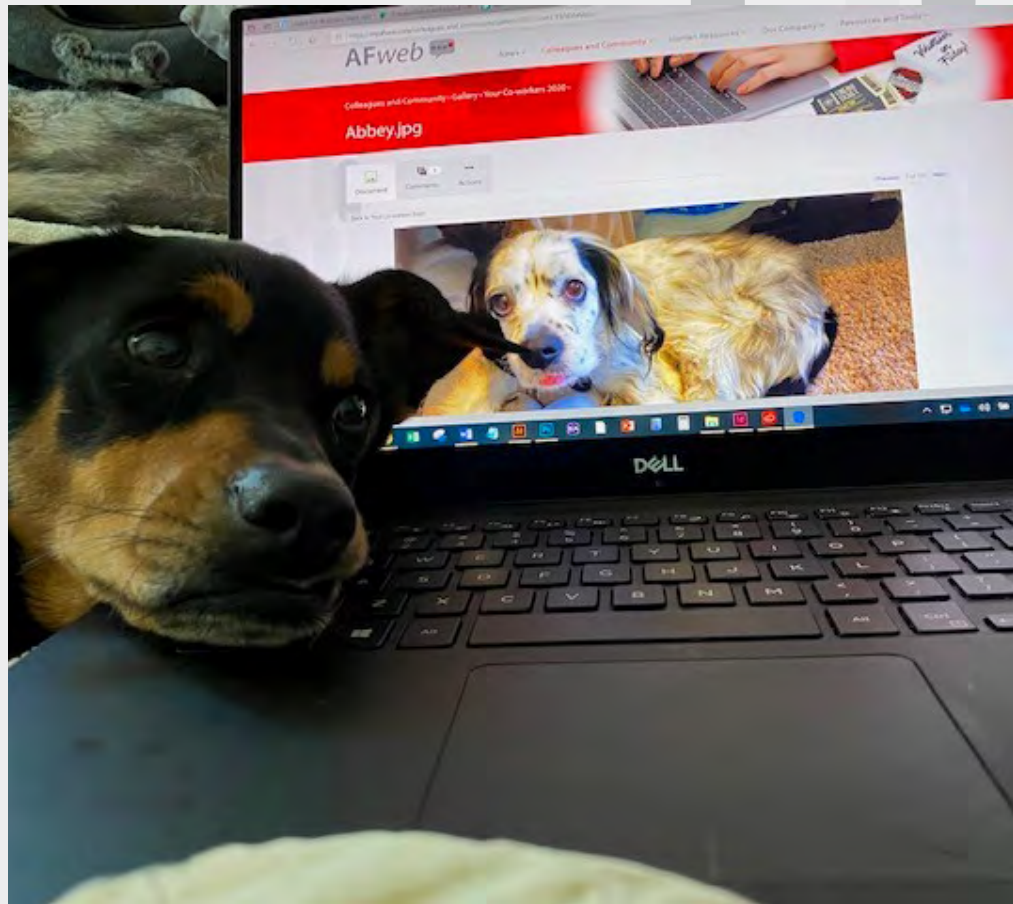


## ADAPTIVE AND RESTORATIVE

With COVID-19, 99% of the workforce was working from home from late March through July 2020, and a limited number of Colleagues were physically in the office for the remainder of the year. This saved an untold amount of energy costs in maintaining the building as well as telecommuting cost savings and reduced travel for our field staff through the year. Colleagues transitioned to largely paperless processes with so many working from home daily, some with a new set of co-workers!



## ENVIRONMENTAL IMPACT





## REDUCE & RECYCLE

- Recycling bins are available in every break area on every floor and in our dining areas throughout the Company to help Colleagues recycle paper, cardboard, plastic and aluminum.
- Colleagues are printing double-sided when paper is necessary. Mobile print also is in use to reduce duplicated printing and other printing errors to save paper. This has resulted in 21% of pages (114,174 pages) not being printed that were sent to a printer in error.
- Each floor throughout our building is equipped with a water fountain designed to refill bottles.
- The building's HVAC equipment has been updated to be more environmentally friendly, and lighting throughout the building uses motion-sensored LED fixtures in an effort to reduce our carbon footprint.











## AF PRESSING THE ENVIRONMENTAL ISSUES

- Our onsite print shop uses paper that comes from mills that receive their wood from sources that practice responsible forestry management, and when possible, the paper also includes recycled materials.
- The equipment does not require solvents or other harmful chemicals that are commonly used for cleaning; an alcohol-based solution is used.
- A device perforates and crunches used cardboard boxes, creating a void fill material, which is used for packaging instead of plastic air pillows, when possible.
- A just-in-time business model is in place for production printing, which eliminates the need for departmental storage rooms across the Company. Documents are printed as needed, which has reduced corporate document storage needs from about 3,000 square feet to 400.



20

