

# Demonstrating social responsibility and integrity

Aetna Corporate Responsibility 2008



We want you to know<sup>®</sup>



**“In the health care field, doing well and doing good can and should be pursued together. At Aetna,<sup>‡</sup> we believe we have the opportunity and responsibility to use our resources and relationships to have a positive impact on as many people as possible.”**

**Ronald A. Williams,  
Aetna Chairman and CEO**



<sup>‡</sup>Aetna is the brand name used for products and services provided by one or more of the Aetna group of subsidiary companies (Aetna).

# Executive summary

**At Aetna, we believe that being a leader in health care benefits means not only meeting business expectations but also exercising ethical business principles and social responsibility in everything we do. Responsibility and integrity are woven into our corporate fabric and demonstrated through our commitment to:**

## Community involvement

The Aetna Foundation is the independent charitable and philanthropic arm of Aetna. Founded in 1972, the Foundation helps build healthy communities by promoting volunteerism, forming partnerships and funding initiatives that improve the quality of life where our employees and customers live and work. In 2007, Aetna and the Aetna Foundation contributed \$24.5 million in grants and sponsorships.

## Diversity at Aetna

We recognize the impact and importance of diversity in all aspects of our business.

- Through recruitment, education and development, we continue to strengthen Aetna's **workplace diversity** to mirror the customers we serve.
- We are diversifying our supplier base, purchasing more than \$84 million in goods and services from certified women-owned and minority-owned business enterprises in 2007.
- We are bringing our health and related benefits to some of the fastest growing segments of our populations — the African American, Latino and Asian markets.

## Public policy leadership

Aetna is committed to transforming health care in America by playing a leadership role in advancing public policy solutions. Our goal is access to health care services and improved quality of care for all Americans.

- Our pioneering **"To Your Health! Aetna's Proposal for Health Care System Transformation"** is a comprehensive health reform plan that proposes a framework for constructive dialogue and meaningful change.
- We are continuously exploring ways to enhance our policies and practices, and create new business solutions to expand access to health benefits and improve consumers' health care experience. Our industry-leading **price and quality transparency** efforts represent just one such effort.
- Aetna is engaged in numerous activities to help **address the problem of inadequate health literacy**, a significant obstacle to healthful living.

## Our Values

At Aetna, we put the people who use our services at the center of everything we do, and we live by a core set of values:

- Integrity
- Quality Service and Value
- Excellence and Accountability
- Employee Engagement

## Environmental practices

Aetna is committed to helping people protect and enhance their health, and we believe that helping to improve the environment in which we all live and work is an important part of that goal. Aetna has implemented a corporate-wide initiative to reduce paper usage that is cutting paper usage by 10 percent annually. We also recycle paper, cardboard, glass and plastic bottles at Aetna-owned facilities, and use energy-saving devices and equipment to minimize power consumption at these facilities.

## Corporate governance

Aetna's reputation, one of the company's most valuable assets, relies on sound corporate governance policies, publicly available on our website. We share documents — Aetna's Code of Conduct and Aetna's Corporate Governing Guidelines — with our key stakeholders. In doing so, we help ensure our commitment to excellence, integrity and accountability.

# Aetna community involvement

Nothing exemplifies our commitment to responsible leadership more visibly and resolutely than the activities of our independent charitable and philanthropic arm, the Aetna Foundation. Founded in 1972, the Foundation helps to build healthy communities by promoting volunteerism, forming partnerships and funding initiatives that improve the quality of life where our employees and customers work and live.

## Working to build healthier communities

Since 1980, Aetna and the Aetna Foundation have awarded more than \$334 million in grants, sponsorships and social investments. Today, the Foundation continues to thrive, focusing on health, diversity, volunteerism and employee programs. We remain committed to supporting diverse communities through our philanthropic and volunteer activities and are especially interested in funding programs that seek to reduce racial and ethnic disparities in health care.

## Meeting the needs of our multicultural markets and diverse populations

In 2007 Aetna and the Aetna Foundation awarded \$24.5 million in grants and sponsorships. Of that, \$2.2 million supported an array of initiatives strengthening our long-term commitment to diversity. The following are just a few examples:

### Supporting strong Latino communities

In the past decade, we have awarded more than \$450,000 to Hispanics in Philanthropy helping it grow into a national catalyst for Latino philanthropy.

### Creating full opportunities for the disabled

We continue our ongoing partnership with Habitat for Humanity, awarding \$130,000 since 2004 to support building homes for families who have a member with a disability. To date, we have worked with Habitat to build one home in Dallas, TX; another in Portland, OR; and two in Hartford, CT. 2007 saw a fifth home break ground in Dania Beach, FL.

### African American history and culture

A \$500,000 grant to *The Amistad Center for Art & Culture*, the largest single gift in the Center's history, marks a 20-year relationship between us and the center and will be used to support their acclaimed traveling exhibit, *Double Exposure; African Americans Before and Behind the Camera*.

### Honoring veterans through partnerships

In 2007 we forged a new relationship with Rebuilding Together Hartford, awarding \$25,000 toward an initiative designed to provide accessible homes for disabled veterans.

### Supporting diversity in higher education

Aetna remains committed to developing opportunities for the next generation of business leaders through higher education initiatives, particularly in minority communities. In 2007 Aetna awarded the Hispanic Association of Colleges and Universities (HACU) \$35,000; and The Thurgood Marshall College Fund \$10,000.

### Celebrating diversity through publications

For the past 27 years, Aetna has recognized the outstanding contributions of African Americans through an educational calendar printed and distributed to schools, businesses and nonprofits. In 2007 Aetna expanded its outreach by creating and developing an inaugural bilingual calendar, *Calendario Hispano de Aetna, en celebración de la cultura latina*.

### Aetna Voice of Conscience Award

Created in 1993 in memory of tennis superstar, humanitarian and Aetna Board of Directors member Arthur R. Ashe, Jr., the Aetna Voice of Conscience Award is presented to both a national figure and an Aetna employee whose commitments to advancing human rights, opportunity and dignity speak to Ashe's legacy.

### Health care disparities: Philanthropy's role

Since 2001, Aetna and the Aetna Foundation have committed more than \$19 million to address racial and ethnic disparities in health care including \$4.1 million in 2007. Among our philanthropic initiatives are:

#### Grants

Through our Regional Community Health Grants and Quality of Care Grants programs we support nonprofit organizations working to address disparities in health.

#### Seeking sustainable outcomes

With a \$300,000 Aetna Foundation grant, the Disparities Solutions Center at Massachusetts General Hospital has created a fellowship to help new leaders improve their cultural competence, conduct community-oriented research,



and eliminate racial and ethnic disparities in health care. The Center also will convene a leadership forum to form new collaborations, develop strategies to advance the field and shape policies that address the issue.

### **Increasing diversity of health professionals**

A \$2 million, five-year commitment is endowing the Aetna Health Professions Partnership Initiative at the University of Connecticut. This initiative builds interest in health professions among disadvantaged students from middle school through college.

### **Addressing obesity**

Aetna has awarded the New Jersey Mayors Wellness Campaign, a program of the New Jersey Health Care Quality Institute, over \$400,000 since 2005 to cultivate fitness in cities. In Florida, an \$80,000 Aetna grant to Commit 2B Fit™ is addressing childhood obesity in multi-cultural Miami-Dade, Broward and West Palm Beach communities. A \$300,000 Aetna Foundation grant to the National Latino Children's Institute for Salsa, Sabor y Salud (Food, Fun and Fitness), will

support a healthy lifestyles educational program targeting Latino communities in eight sites, and provide advocacy in the areas of childhood obesity, nutrition and physical fitness. Similarly, a \$240,000 Aetna Foundation grant will help fund the Black Entertainment Television (BET) Foundation's Health, Education & Active Learning (HEAL) Academy, an after-school program for African American girls.

### **Volunteerism: A culture of caring**

Aetna strives to be a leading corporate citizen, improving the quality of life in communities where we live and work. This commitment has created Aetna's "culture of caring" — a tradition of volunteerism that is part of our core values.

#### **For example:**

- Employees have logged 1.3 million hours of community service since 2003.
- More than 40 Aetna Volunteer Councils (AVCs) are composed of hundreds of employees, who develop and deploy local employee volunteers to help improve the quality of life in their communities.

- Since 2005, the Points of Light Foundation has honored seven individual Aetna employees and two groups, with its Daily Point of Light award, given to those who exemplify the best of volunteerism.
- In August 2005, we were honored by the Points of Light with an award for Excellence in Workplace Volunteering for our comprehensive employee volunteerism program Aetna Employees Reaching Out (AERO).

# Diversity at Aetna

Aetna is serious and sincere about cultivating and leveraging diversity; we have successfully incorporated an inclusive mindset into all that we do. If you interact with Aetna — no matter from what area of interest — our diversity initiatives and strategies are bound to touch you in some way. Whether you're a customer, a supplier, an employee or want to be one, a provider, or a consultant, we have programs that focus on your needs.

We recognize the impact and importance of diversity in all aspects of our business, whether it is providing products and services to meet a wide variety of consumer needs, fostering relationships with women and minority business owners and suppliers, or developing a truly diverse work force.

## Diversity priorities at Aetna

- Leveraging diversity as an organizational initiative in increasing our business opportunities and partnerships with multicultural markets, suppliers, consumers and the communities we serve.
- Building a diverse and high-performing workforce focusing on recruitment, development, retention and advancement of talent at all levels of the organization.
- Creating an inclusive workplace that fosters full employee engagement, so our people do their best work in providing quality service and value.
- Providing enterprise-wide and department-specific diversity education integrated into executive, supervisory and employee learning, as well as enhancing cultural competency for Sales, Patient Management and Customer Service areas.
- Partnering with the Racial and Ethnic Disparities in Health Care Task Force, which works to reduce disparities in health care by providing tailored support for our members and leveraging the Aetna Foundation's research funding.

## Workforce and workplace diversity

Reflecting the changing face of America, Aetna seeks to build a workforce that fully understands the customers we serve. Of approximately 35,000 employees, 76 percent are women and 31 percent are people of color. Women represent 64 percent of management/supervisory positions, while people of color represent 16 percent.

## Recruitment

We have a talent acquisition strategy that aims to attract highly motivated and talented individuals, including under-represented groups, such as people with disabilities and gay, lesbian, bisexual and transgender individuals (LGBT), and meeting the unique needs of the multigenerational groups represented in the workforce. Employees are provided with a number of opportunities to learn more about its impact, including:

- Web-based training that raises employee awareness of diversity.
- Cultural competency training program for Aetna's health care professionals to increase awareness and improve the way we assist members.
- "Diversity in Action" lecture series to help employees think about diversity in new and different ways.

Our Leadership Development Program initiatives focus on identifying emerging talent among under-represented groups. Our **Diverse Discoveries** program, for example, provides training for mid-level and senior-level women and people of color.

We have received wide recognition related to diversity, for example:

- **100 Percent Perfect Score**, Human Rights Campaign Corporate Equality Index, 2007
- The National Gay & Lesbian Chamber of Commerce and the Human Rights Campaign have named Aetna President Mark T. Bertolini the winner of their first **Healthcare Leadership Award**



- **Top 40 Companies for Diversity**, Black Enterprise magazine, 2007
- **2007 Legacy Award for Corporation of the Year** from the 100 Black Men of Greater Washington, D.C. Inc.
- **Top 50 Companies for Black MBAs To Work**, Black MBA Magazine, 2007
- **Top 10 Companies for Executive Women**, National Association for Female Executives, 2007

### Employee diversity programs

Aetna values and respects the strengths and differences among employees and recognizes that customers, suppliers, strategic partners and communities are increasingly diverse and multicultural.

Our **employee resource groups** allow employees to share their cultures; give back to the communities; network with senior management; and attain career building skills.

#### Aetna employee resource groups include:

- Aetna African American Employee Resource Group
- Aetna Hispanic Employee Resource Group
- Aetna Native-American Employee Resource Group
- Aetna Gay, Lesbian, Bisexual and Transgender Employee Resource Group
- Aetna Women's Employee Resource Group
- Aetna Working Mothers' Employee Resource Group
- Asian American Employee Resource Group
- Telework Community Employee Resource Group

### Supplier diversity

At Aetna, we take every opportunity to be inclusive in our sourcing activities. Therefore, we continue to be proactive in reaching out to minority- and women-owned suppliers. In addition, we have expanded our definition of diverse supplier to include LGBT-owned businesses, as well as small business classifications.

#### Program Elements:

- In 2007, we purchased more than \$84 million in goods and services from certified minority-owned and women-owned business enterprises (MWBES).
- Our supplier diversity goals for 2008 are to:
  - > Set 2008 scorecard objectives for each Business Area which include first tier and 2nd tier supplier responsibilities
  - > Continue to increase our expense with diverse suppliers
  - > Update our reporting capabilities to include our expanded definition of a diverse supplier and new Economic Impact Report (special non-certified diverse businesses).
- Leverage the Supplier Diversity Advisory Council to more fully integrate Supplier Diversity into our business processes.
- We maintain a website for potential suppliers: [www.aetna.com/about/aetna/sd/](http://www.aetna.com/about/aetna/sd/)
- We use our online, self-registration tool to provide prospective diverse suppliers with an opportunity to "push" their service offerings to us.
- Aetna's senior leadership monitors quarterly progress on diversity goals.

### Emerging markets

Over the last 20 years, the evolution of the U.S. marketplace has required Aetna to enhance its business strategies.

We have created and implemented strategies that concentrate on bringing our health and related benefits to some of the fastest growing segments of our population — the African American, Latino and Asian markets.

As part of this business strategy, we have an Emerging Markets team to facilitate the following components:

- Drive incremental business through multicultural relationships.
- Provide consulting services to develop appropriate infrastructure (through the development of culturally relevant marketing materials, advertising strategies, open enrollment campaigns, multilingual translations, transcriptions and interpretations, and call center and supplier diversity strategies).
- Enhance market presence within targeted business communities.

To that end, we are focusing our efforts on better addressing the needs of a multicultural/multilingual marketplace by supporting community events, educating employers, and working with brokers and providers to support our business objectives.

# Public policy leadership

As a health care benefits company, Aetna believes it has no more pressing social responsibility than playing a significant role in helping to transform the health care system. We are determined to be a positive force for change. In 2007, as in previous years, we made a tangible difference in the health care system through a number of innovative public policy proposals and business initiatives that are already having an impact nationally and locally. Our goal will not be reached until all Americans have access to affordable and high-quality health care services.



## A plan to transform health care

Aetna continued to lead the way in 2007 when it created and distributed a comprehensive health care reform plan called "To Your Health! Aetna's Proposal for Health Care System Transformation." A pioneering effort, To Your Health! delivers an informative statement of how Aetna believes meaningful change can be achieved and a detailed set of proposals to help make a difference in the future well-being of all Americans.

We are sharing To Your Health! with our constituents and public policy leaders, and we invite them to use it as a roadmap to achieving health care system solutions or as a catalyst for meaningful dialogue and analysis. The plan is available on our website at [www.aetna.com/about/america/](http://www.aetna.com/about/america/). The pillars of the plan are:

- Get and keep everyone covered
- Maintain the employer-based system and export its strengths to make the individual market function better
- Reorient the system toward prevention, value and quality of care
- Use market incentives to improve coverage, drive down costs and make the system more consumer-oriented

With this plan as a framework for change, Aetna's initiatives are helping to build a better health care system. We believe in a holistic approach for expanding access to health insurance — all stakeholders need to work together to address the crisis of the uninsured. For our part, we are developing business solutions to help expand health care access to more Americans, and we are supporting meaningful reforms at the state and federal levels.

## Thoughtful change

Leadership in the health care policy arena means taking a thoughtful look at conventional policies and practices, and imagining a better way for all health care consumers. It also means putting our vision into practice.

Aetna did this in 2002 when it formulated an influential set of guidelines for health insurers defining appropriate and inappropriate uses of individuals' genetic information. In 2007, we built on this industry-leading effort by offering members confidential telephone and web-based cancer genetic counseling services as a component of benefit plans that cover genetic testing.

Aetna also has focused in recent years on achieving racial and ethnic equality in health care, and is the first national health benefits company to launch an integrated business and philanthropic approach to addressing those factors that stand in the way.

We enhanced our efforts in 2007 through a newly formed Racial and Ethnic Equality Advisory Committee, which will play a critical role in helping to improve the quality of care and health outcomes for all patients in the future.

## A better health care experience

Our business solutions are changing the way more and more consumers interact with the health care system. Our innovative transparency efforts are giving consumers access to online price and quality information for their physicians before they go for treatment. We expanded our transparency program in 2007, providing members access to:

- Quality and efficiency information for 71,000 specialists in 22 states and the District of Columbia
- Price information for 270,000 physicians in 25 states and the District of Columbia.

Aetna also has expanded access to its CareEngine®-powered Personal Health Record, which is now available to Aetna Individual Advantage members in 29 states and the District of Columbia (as of July 2008). Through our secure member website, members have around-the-clock access to their medical records in one secure, online location. These members benefit from our CareEngine system, which scans their health record continuously for opportunities to improve care and for possible urgent situations.

## Fostering improved health literacy

Across a wide spectrum of diseases, patients with low health literacy have greater difficulty managing chronic conditions. Consequently, Aetna is engaged in numerous activities to help address the problem of inadequate health literacy, and improve the health outcomes of many Americans.

- Aetna is helping to build greater health literacy across the country, through initiatives such as our free consumer resource guide "Navigating Your Health benefits for Dummies" and our consumer education website **[www.PlanForYourHealth.com](http://www.PlanForYourHealth.com)**. Also, the 2008 African American History Calendar focuses solely on health literacy.
- Aetna is collaborating with organizations such as the Connecticut Public Health Association to address health literacy at the member level. Aetna also has delivered cultural competency training to its clinical staff.
- Aetna has partnered with Magic Johnson Enterprises to address health literacy through community events and community-based initiatives.

## Environmental practices

As a health care benefits company, Aetna is dedicated to helping people achieve health and financial security, and we believe fostering a healthy environment is an important part of this mission. We are committed to limiting our environmental impact by reducing our energy consumption and the use of other resources, and we will work to identify emerging environmental issues and address them, to the extent that we can, because we recognize the impact of a clean environment on the health of our members.

Aetna is a participant in the Business Roundtable's "Climate Resolve" initiative and was a charter member of the U.S. Environmental Protection Agency's WasteWise program, which seeks waste reductions through a combination of prevention and recycling. Specifically, Aetna has implemented:

- A corporate-wide initiative to reduce paper usage both internally and externally, with the goal of transforming today's paper-driven business process to an e-driven process by 2010. As a result, Aetna is reducing its paper usage by 10 percent annually.

- The recycling of paper, cardboard, glass and plastic bottles at Aetna-owned facilities. Also, 10 percent to 30 percent of all corporate printed materials are done on recycled paper, depending on the nature of the job.
- Environmentally friendly practices throughout our office environment. Aetna today uses energy-saving devices and equipment to minimize power consumption, and we purchase ultra-low sulfur fuels for generators and boilers.



# Corporate governance

Aetna's reputation is one of the company's most valuable assets. We have earned this reputation over the course of 155 years by delivering quality products and services, and by adhering to the highest standards of business conduct. These standards include sound corporate governance policies to address the interests of our constituents.

An important principle of good governance is transparency. Therefore, we make our key corporate governance policies and practices publicly available on our website. The site, which can be accessed from Investor Relations on [www.aetna.com](http://www.aetna.com), contains key information about our corporate governance in one simple, clear and easy-to-navigate location.

Those policies provide a framework for governance of the company consistent with shareholder and other constituent interests, and with the principles behind the 2002 Sarbanes-Oxley Act and the New York Stock Exchange's corporate governance rules. We believe that sharing our corporate governance principles with all of our key stakeholders will help ensure that our commitment to excellence, integrity and accountability is apparent to all.



## Corporate responsibility recognitions

- Aetna has been named *FORTUNE* magazine's most admired company in the Health Care: Insurance and Managed Care category for 2008. *FORTUNE* ranks companies in various industry sectors in eight categories, including social responsibility.
- Aetna was ranked 23rd on CRO's 100 Best Corporate Citizens 2008. The list recognizes the corporate responsibility efforts of corporations in eight categories: climate change, employee relations, environment, financial, governance, human rights, lobbying and philanthropy.
- Aetna and Ron Williams, Chairman, CEO and President, were awarded the A. Leon Higginbotham Corporate Leadership Award by the Lawyers' Committee for Civil Rights Under Law, a national civil rights legal organization, for 2007. The award recognizes Aetna's long-standing record of diversity and corporate social responsibility.
- Black Enterprise named Aetna to its 2008 list for "Top 40 companies for diversity," the third straight year Aetna has earned this distinction.
- Aetna was named one of the Top Companies for Executive Women for 2008 by the National Association for Female Executives. The list acknowledges those "in the vanguard of changing the face of executive suites and boardrooms".