

# The **Journey** of **DIVERSITY**



2007 DIVERSITY  
ANNUAL REPORT

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# Aetna's Journey of Diversity

## The Pioneering Commitment Continues

The Aetna Diversity Alliance is pleased to present Aetna's Journey of Diversity, our 2007 Diversity Annual Report.

The mandate of the 30-person Aetna Diversity Alliance is to promote, support, acknowledge and leverage diversity both within the enterprise and throughout the communities Aetna serves.

As an essential part of that responsibility — and in keeping with Aetna's philosophy and slogan "We Want You to Know®" — our multidisciplinary team compiles and publishes the Diversity Annual Report. For 2007, we are proud to highlight Aetna's pioneering history as a leader of dynamic diversity efforts and programs.

Since its beginning, Aetna has been a leader in the insurance business, as well as in promoting equal opportunity for minorities and the underserved. For example, Aetna was one of the first companies to offer health insurance, and one of the first to sell coverage to women. Aetna began hiring and promoting women at the dawn of the 20th century and took radical steps toward gender equality in the workplace by paying women competitive salaries and empowering them with greater independent responsibility.

By mid-century, women represented a majority in the Aetna workforce. In the 1960s, Aetna established an Equal Opportunity Policy, and was one of the first companies in its industry to enthusiastically embrace the principles and practices of diversity. Within a few years, Aetna shareholders celebrated another landmark by electing the first African American board member.

An uncompromising culture of diversity also requires a fundamental adherence to corporate social responsibility. Since the 1930s, Aetna has exemplified this idea and, in 1972, the independent Aetna Foundation was established to actively support philanthropic initiatives. The Foundation continues to thrive, focusing on health, diversity, volunteerism and employee programs. During 2007, Aetna and the Aetna Foundation contributed \$24.5 million in support of these worthy causes throughout the United States.

By retracing our rich heritage, we gain valuable insight and inspiration. By following in the footsteps of our groundbreaking predecessors, we help to ensure that their important legacy endures. And as we continue to innovate with groundbreaking initiatives, we build upon Aetna's past toward a more diverse and successful future.

Aetna continues to see diversity as a business imperative — putting our customers at the center of all we do. For the first time, the Diversity Annual Report is published and shared not only in English, but also in both Spanish and Chinese. While this accomplishment may seem relatively small, it ensures we meet our customers where they are — and further validates the company's long-standing commitment to diversity.

**We close our message this year as we have the past two years:**

**Aetna is proud of these achievements, but not complacent. There is much more to be done.**

## A Message from the Chairman and Chief Executive Officer



Ronald A. Williams

Diversity has been an important part of what Aetna stands for since its founding. As a reflection of the many different customers we serve, we have always viewed diversity as a source of strength in all aspects of Aetna's business.

This year's report, "The Journey of Diversity," focuses on our company's long-standing commitment to diversity, and highlights the many steps we have taken over the years to embrace diversity, many times before such practices became commonplace in business.

In the pages that follow, you'll learn about Aetna's rich history, from being among the first companies to appoint a woman officer (in 1926), to appointing an African American to our board of directors (in 1973), to making corporate responsibility and employee volunteerism an actual business objective (in 1959), to more recently putting the spotlight on racial and ethnic disparities in health care. Since 2001, Aetna and the Aetna Foundation have committed more than \$19 million to help address racial and ethnic disparities in health care — for example, to bring more diversity into the medical profession, address child health issues and support wellness programs.

While diversity for us is a business imperative, we also understand our commitment must begin within our own walls. It starts at the top with a leadership team and board of directors that is diverse not only in experience but in cultural background and gender, and continues with a workforce that reflects our diverse customers.

Aetna's commitment to creating and fostering a positive workplace has been widely recognized over the years by organizations ranging from the Human Rights Campaign to the Lawyers Committee for Civil Rights Under Law. While such recognition is gratifying, it is not what drives us. Rather, our actions are grounded in a core set of values called "The Aetna Way," which ensures that we put our collective experiences to work to make a difference for those who matter most — our members, customers, employees and communities in which we live.

Doing the right thing for the people we serve — it's been an integral part of Aetna's business for more than 150 years and will continue to be as we work to transform our nation's health care system.

# A Message from the Chief Diversity Officer

## Making A Difference By Understanding Diversity

A journey is at its best when our traveling companions bring with them fresh perspectives, new ideas and a spirit of camaraderie. Such has been the case with Aetna's notably long "Journey of Diversity." Our journey has been an evolving one; over the years we've garnered significant knowledge by traveling with people who have shared their unique qualities for the benefit of all.

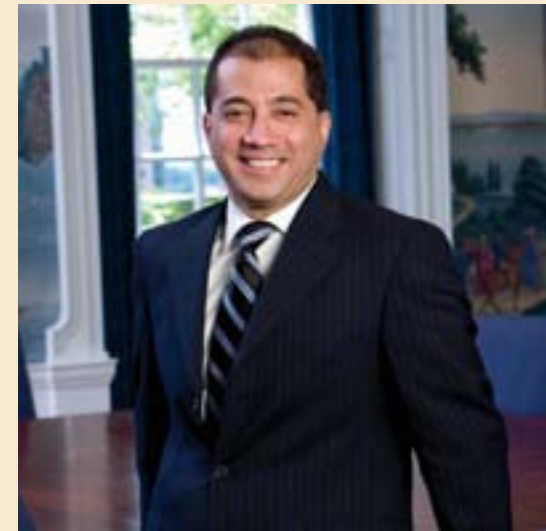
Throughout this passage, Aetna has followed a trail of success, pioneering our approaches to diversity with our engaged employees, strong partners and invaluable customers.

No matter who you are, our commitment to you will not change: We strive to be your destination of choice. Aetna's considerable understanding of diversity has evolved from increasing diversity awareness and smart business practices to become today a formal business strategy that supports a competitive advantage. The goal of our strategy is simple: to more effectively serve customers in current and new markets.

We understand that not all people and not all businesses have the same health benefits needs, and that the more diverse our organization, the better we can understand and serve each customer's unique health benefits requirements.

Aetna is fully committed to being the industry leader in diversity. It is an important part of who we are and what we do. An Eastern proverb teaches us that when you've completed 95 percent of the journey you're only halfway there. Aetna's "Journey of Diversity" is far from over, but given the rich mix of backgrounds among our fellow travelers, it is bound to be an invigorating, rewarding and healthy trip.

I invite you to join us in tracing our journey's history and discovering our future destinations.



Raymond J. Arroyo

# A Historical **Perspective**

1903 First World Series

1904 Support of America's Veterans

1913 Group School: Life Insurance

1914 WW I Begins

1920 19th Amendment to U.S. Constitution gives women the right to vote



에트너 사는 다양한 배경을 가진 개인이나 단체들을 채용하고 보험을 제공하며 파트너로서 함께 일하기 위해 항상 최고의 노력을 기울여 온 오랜 전통을 지닌 회사입니다.

## KOREAN

The notion of “diversity” is relatively new to the corporate lexicon. It certainly was nowhere in sight when Aetna was founded in 1853. But the company has a long-standing history of being on the forefront of efforts to employ, insure, partner with, and give to individuals and groups of every background.

This report will trace some of the earliest beginnings of what we now call diversity at Aetna — and will provide a snapshot of our most recent progress.

### Women join Aetna and move up the ranks

The early 20th century marked the beginning of a new era for Aetna. As the century turned, we began insuring women, a move unprecedented in the industry, which previously considered such business “undesirable.”

Soon, the company began to integrate women into its workforce. In 1908, we hired our first female employee — Julia Kinghorn, a telephone switchboard operator. Just two years later, a new keypunch department was staffed by 35 women, the home office’s first female clerks.

In the mid-1920s, Aetna President Morgan Brainard endorsed the new “scientific” approach to employee relations and commissioned a study of the company’s personnel policies.

Dr. Marion Bills was hired to take on the task. In 1926, she became the first female officer of any Hartford insurance company. Within two years, she completely revamped our personnel policies, introducing innovations such as salary ranges to ensure pay equity and hiring college-educated women at salaries equal to their male counterparts.

These policies were effective in promoting an efficient workforce — and they were particularly helpful during World War II, when women were needed to take over many of the jobs of men serving in the military.

The first half of the 20th century — from Julia Kinghorn in 1908 to the 1950s — saw significant growth in the population of women employees. By Aetna’s 100th anniversary in 1953, women comprised about 67 percent of the total employee population. Today, that figure stands at 76 percent.



1924 (L) Aetna’s internationally recognized Women’s Basketball Team

1926 (R) Dr. Marion Bills, first female officer



## Supporting minority banking and urban investment

In 1967, Aetna joined with others in the life insurance industry in pledging a combined \$1 billion to finance improved housing and job-creation programs in urban areas. By 1970, the industry had committed a second \$1 billion to its Urban Investment Program. Aetna again participated and increased its total contribution to \$80 million.

In addition, the company was among the first corporations to make significant deposits into the nation's minority-owned banks and savings and loan institutions. These deposits increased the institutions' ability to finance economic development in their communities with mortgages and small business loans.

Today, we continue to actively seek out investments that reflect our commitment to diversity. In 2005, we committed to investing up to \$100 million in and with minority- and women-owned businesses. To date, we have invested \$53 million through the program.

AETNA LIFE  
INSURANCE CO.  
NOW  
UNION SAVINGS BANK BLDG  
OAKLAND.



## A focus on people of color

While the majority of Aetna employees by the 1950s were women, increasing the number of employees of color took more time. Aetna hired its first African American home office professional in 1956. Several years later, the company formally crafted an Equal Opportunity Policy.

The Civil Rights Act was signed by President Lyndon Johnson in 1964. That same year, we became one of the first insurance companies to join other leading national employers in the "Plan for Progress." This voluntary association of employers pledged to provide equal opportunity in recruiting, hiring, training and advancement.

By the early 1970s, Aetna managers were being measured on their progress in this area. Goals for the hiring and advancement of women and people of color were added to the annual plan, making everyone accountable for their achievement, right alongside other business goals.

These efforts produced a steady improvement in the number of employees who were people of color — from 3 percent in 1964 to nearly 15 percent in 1976. Today, the figure stands at 31 percent.

## Diversifying the Aetna board of directors

The 1960s saw significant progress toward equality both politically and socially. Aetna's board of directors was due for a change, as well. In 1973, Aetna shareholders elected the company's first African American board member, Hobart Taylor, Jr., a partner in the Washington, DC, law firm of Dawson, Taylor and David.

1973 Hobart Taylor, Jr. (seated second from left) is elected first African American board member

Another prominent African American, Arthur Ashe, Jr., joined the Aetna board in 1982. He served for more than a decade and was chairman of the Aetna Foundation's board at the time of his passing in 1993. The following year, we established the Voice of Conscience Award in Ashe's memory. (For information on the 2007 Voice of Conscience Award, see page 20.) Today, 33 percent of our board of directors are women and 25 percent are people of color.

## Aetna links corporate social responsibility to business objectives

Throughout its history, Aetna has been a caring part of the community. As early as the 1930s, Aetna sponsored an Employee Giving Campaign. That tradition continues today. In the 2007 Campaign, employee pledges and company matching funds totaled more than \$7.6 million for worthy causes across the nation.

Such generosity is nothing new to Aetna. It's a part of our corporate culture. In 1959, Aetna President Henry Beers made corporate social responsibility and employee volunteerism an Aetna business objective — codifying long-standing practice.

The Aetna Foundation, the independent charitable arm of Aetna, was created in 1972 by Chairman John Filer. Today, the Aetna 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. Since 1980, Aetna and the Aetna Foundation have awarded more than \$334 million in grants and sponsorships.



# Early in the Journey

1920s Nursing Program

1924 E.E. Cammack Group School

1935 Roosevelt signs the Social Security Act

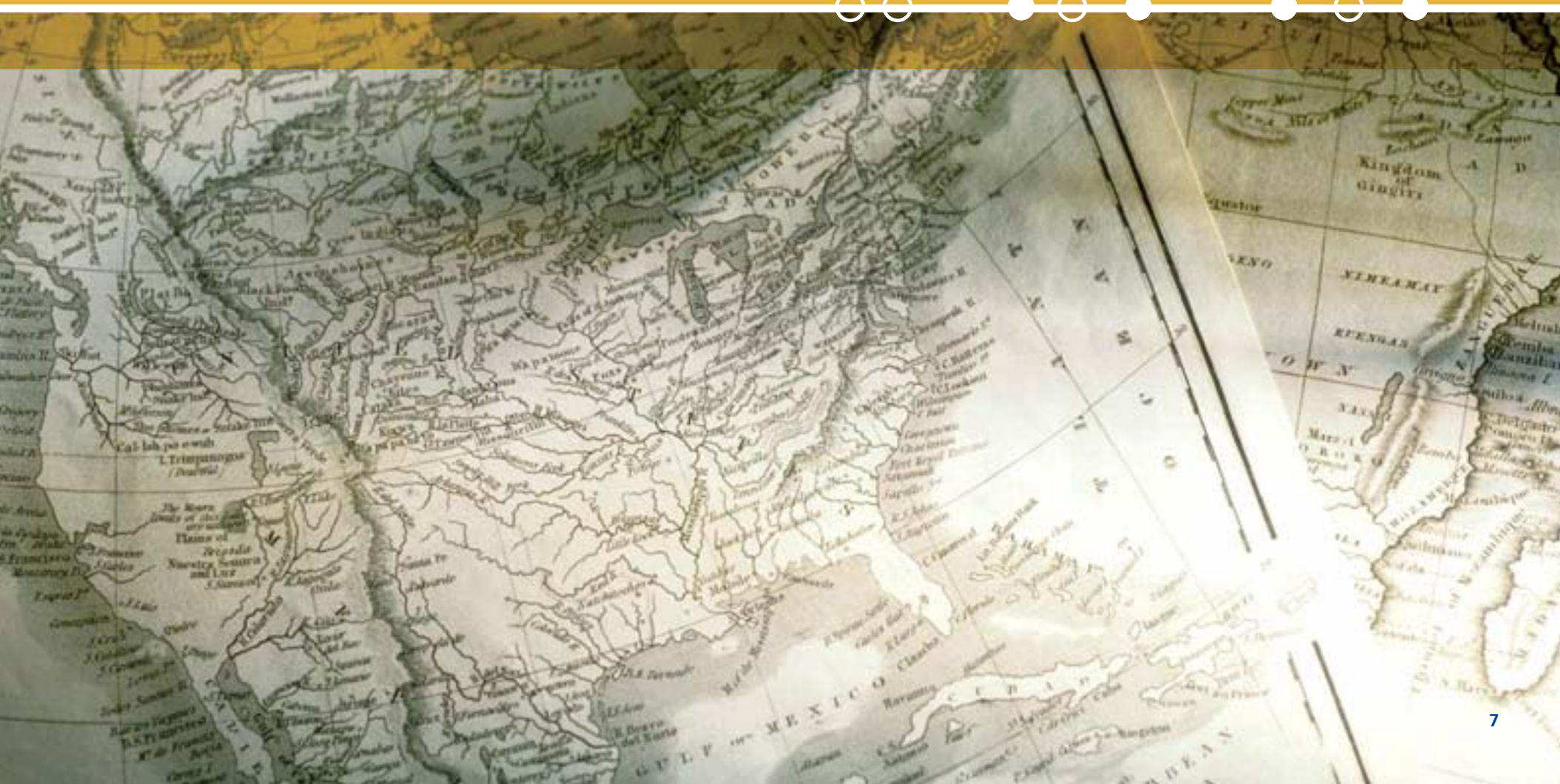
1936 E.E. Cammack Group School:  
Group Medical

1936 Jesse Owens wins four gold medals  
at the Berlin Olympics

1941 U.S. declares war on Japan,  
Germany and Italy

1942 *Salute* published for Aetna  
employees in the armed forces

1947 Jackie Robinson becomes the first  
African American to sign a contract  
with a Major League Baseball club



## Creating **new career paths** and mining **new talent**

At the turn of the 20th century, as Aetna was entering the health insurance business, we employed nearly 300 employees. Today, more than a hundred years later, there are nearly 35,000 Aetna employees across the globe.

We recognize that the success we have enjoyed is due in no small part to our talented and dedicated employees. Attracting and retaining a diverse population of top talent is a priority. To reach that goal, we have internships in a variety of fields; conduct in-depth training for jobs in sales, information technology, and other areas; and offer broad opportunities for both business and medical professionals.

### **The changing face of Aetna Group School**

In 1913, Aetna was one of the first insurers to write group coverage for businesses, which became the foundation of its current health insurance business. The first offering was group life insurance and, by 1936, the company added group accident, group disability and group medical plans to its portfolio.

Training staff to sell group products was obviously a priority for the company. The E.E. Cammack Group School, Aetna's sales leadership training program, has been one of the most prestigious training programs in the insurance industry since its introduction in 1924. Many Group School alumni have gone on to hold leadership positions at Aetna and throughout the industry. Let's hear from three individuals intimately familiar with the program.

*“Nuestras acciones, a través de las personas que contratamos para representarnos en el mercado, muestran una clara imagen de quienes somos como compañía”.*

— JERRY GOODEN

SPANISH

### **JERRY GOODEN: AN ALUM LOOKS BACK**

In 2007, Jerry Gooden, vice president and head of Field Operations for Aetna Small & Middle Markets, celebrated the 25th anniversary of his graduation from Group School.

In 1982, Gooden's class had 10 students, four of whom were women, and he was the only African American. While the curriculum has changed in the intervening years, Group School continues to provide students with a broad overview of the company. “Group School provides you with the opportunity to interface with most areas in the organization,” Gooden notes. “As a result, you are uniquely equipped to ‘connect the dots’ on how to best meet the needs of our customers.”

In his current role, Gooden takes part in every Group School class. For him, the changing face of Group School students is simply a reflection of the market. “Our actions, through the people we hire to represent us in the market, provide a very clear picture of who we are as a company,” he says.



1924 (L) First Group School class  
2007 (R) Current Group School class

## PRISCILLA CHANG: THE NEW FACE OF AETNA

Priscilla Chang is in the midst of her Group School training. She completed Phase 1 — a seven-week classroom course — in August 2007.

Chang's 2007 Group School class of 15 was very diverse. People of color comprised nearly half the class and two-thirds were women. The students in this class extended beyond the traditional definition of diversity. Students had graduated college with degrees ranging from biochemistry to economics, they ranged in age up to 30, were from every region of the country, and brought a variety of life experiences and histories to the classroom.

"Everyone brought something new to the table. It really enhanced our experience and helped us learn a lot more, both in and out of the classroom," Chang says. "None of my friends who went to other companies had the opportunity to sit down with their CEO," she notes. "It was invaluable."

## JODY OSKO: TRAINING THE NEXT GENERATION OF LEADERS

As the current leader for this prestigious training program, Jody Osko brings her 20 years of broad Aetna experience to the classroom. Osko says Group School is more than just sales training — it's a program focused on creating future Aetna leaders. As a result, the diversity of the class is critical.

"We certainly want a class that reflects the diversity of our customers in terms of gender and ethnicity," she says. "But we're also looking at less apparent aspects of diversity — the ideas, backgrounds, college majors, personalities and interests that make a well-rounded class."

What attracts students to Aetna? Osko says two items are often cited — the Aetna Values and the company's commitment to diversity. "These things dovetail with students' personal ethics, so they resonate with them."

## Nursing at Aetna: A diversity of careers

Nurses have been employed by Aetna for more than eight decades. Initially, they served in clinical roles — working in Aetna-owned rehabilitation clinics and the company infirmary. Over the years, we recognized that the skills of nurses are uniquely suited to a variety of roles across Aetna.

Today, we employ more than 2,700 nurses. They not only provide clinical information and intervention in areas like Case Management and Disease Management, they work in Network Management, Compliance, Sales and many other areas. For many years, nursing was a career primarily chosen by women. Today, more and more men are entering nursing — and we are actively recruiting them to join Aetna.

As we celebrate diversity at Aetna, we take a look at three nurses whose careers have taken very different paths.

## MARIBEL RIVERA: REACHING OUT TO THE COMMUNITY

An obstetrical nurse, Maribel Rivera leads a team that supports the design and operations needed to run Aetna's clinical programs. These include the Aetna Health Connections<sup>SM</sup> disease management program, the Beginning Right<sup>SM</sup> Maternity Program, wellness programs and the Informed Health<sup>®</sup> Line, Aetna's 24-hour nurse help line.

She and her team use their clinical skills in creative ways to reach out to the community. For example, Rivera worked with BronxNet, a community cable channel, to broadcast monthly health-related programs to Hispanics in the New York City area. These live, call-in shows allow Hispanic teens to ask questions about topics like hygiene and sexually transmitted diseases, while shows targeted to older Hispanics discuss adult depression and diabetes.

Going beyond the norm is the norm for Rivera and her team.

1930s Aetna has a long history of employee nurses



## TINA BROWN-STEVENSON: DATA-DRIVEN CARE

Tina Brown-Stevenson has combined two interests — health care and research — to create a unique career she could not have imagined when she received her nursing degree.

Early on, Brown-Stevenson took care of one patient at a time as a nurse in both the operating room and neonatal intensive care unit. At Aetna, she was the senior most nurse and directed Aetna Informatics (Aetna Info) where she saw how the data management side of health care impacts broad populations.

One example is the Health Education & Active Learning (HEAL) Academy, an after-school program for African American girls. The Academy is a collaborative effort of the Aetna Foundation and the Black Entertainment Television (BET) Foundation. (For more information on HEAL, see page 19.)



“This program will help improve health care for adolescent African American girls,” Brown-Stevenson says. “Not only am I proud to have initiated this funding request with the Aetna Foundation, but I’m pleased that AetInfo will assist in analyzing the changes the program will make in their lives.”

## MARY SHEA: BEING SENSITIVE TO INDIVIDUAL NEEDS

When Mary Shea began her Aetna career nearly 20 years ago, she worked as the single point of contact in Medical Management for members in a local plan. Today, she heads up Patient Management Operations for Aetna’s North Central Region.

Shea believes that Aetna’s nurses have to have broad skills to do their jobs — not only clinical expertise, but knowledge of regulatory requirements and business goals, as well as Web savvy and cultural competency. To keep these skills sharp, there’s an emphasis on clinical and cultural education that allows nurses to assess members’ needs and individualize interventions.

As a result of this education, nurses on Shea’s team understand that diversity does not just mean ethnicity or gender. She cites the efforts of one nurse who worked with a member whose religious beliefs would not permit blood transfusions. The nurse located health care providers able to perform both the required “bloodless” surgery (using blood product substitutes) and necessary follow-up care.

Mary and her team illustrate every day that sensitivity to individual needs embraces the concept of diversity in the broadest possible sense.

### Interns find openings at Aetna

Through the years, we put a number of programs and policies in place to attract the best and brightest individuals to join Aetna. Beginning in 1971, we began reaching out to college students with a summer intern program. Initially, the program was targeted to students of color to increase the slate of candidates interested in jobs in the insurance industry. Today, we hire approximately 120 interns a year from across the spectrum of diversity. Often, those who have served internships with Aetna are offered full-time employment. Case in point — Brandon Banks.

## BRANDON BANKS: AN INTERNSHIP BECOMES A FULL-TIME CAREER

For Brandon Banks, the goal was real work. As a participant in the INROADS internship program, he had opportunities at several companies. The key to choosing Aetna was the knowledge that his work would be meaningful. “I was able to work on a Web-based quoting and rating system and knew it was something Aetna would implement,” he says.

More than seven years later, Banks is a senior strategic planner for Aetna Information Services (AIS). His story illustrates another way Aetna is mining for talent — by working with community organizations like INROADS that give college students of color real-world experience.

When he graduated from Bentley College, it seemed a natural progression to simply join Aetna. What really sold Banks was the AIS Leadership Development Program.

“It was a structured program that would allow me to get experience in a lot of new areas,” he notes. The training included a series of rotations throughout AIS and the business, as well as professional development and networking opportunities.

For Banks, the key was using those rotations to build competencies by stepping outside his comfort zone. “That gave me a broad perspective, and it’s something I would recommend to anyone starting their career,” he recommends. “Take chances and be accepting of new challenges.”

## A new approach to the market

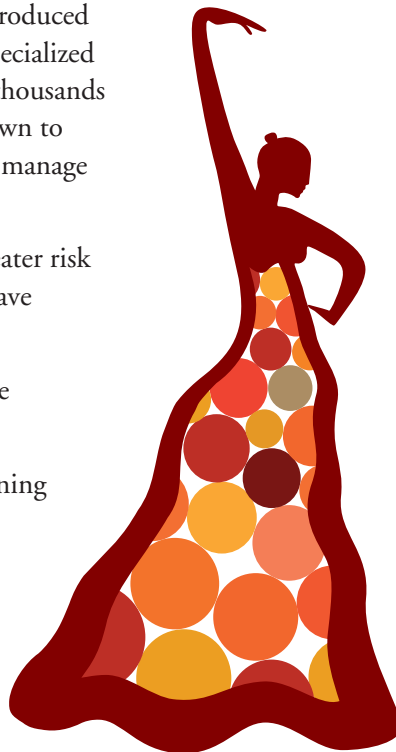
Just as the needs of our employees have changed and grown over the decades, so have the needs of our members. As the health insurance business continued to evolve in the 1980s, Aetna recognized that it could differentiate itself by creating new programs aimed at specific populations. One example is our Women's Health programs.

### Meeting the unique health care needs of women

Women require special health care services. In response, Aetna introduced a maternity management program in the mid-1980s to provide specialized services and information to expectant mothers. Two decades and thousands of healthy deliveries later, our Women's Health programs have grown to include a variety of resources and programs to help women better manage their own health.

We also recognize that women from certain cultures may be at greater risk for particular diseases and conditions. To address these risks, we have two specialized programs.

- A Preterm Labor Program aimed at African Americans, who have a higher risk for preterm labor and premature birth.
- A Breast Health Initiative to promote regular breast cancer screening aimed at African American and Latina women age 40 and over. In 2007, this unique program was recognized with an award by the National Committee for Quality Assurance.



## Calendars celebrate African American and Latino cultures

### AFRICAN AMERICAN HISTORY CALENDAR

Beginning in 1982, Aetna began publishing an African American History Calendar. The calendar recognizes the outstanding contributions of African Americans and celebrates their integral part in our country's rich history.

For the first seven years, the calendars featured individuals who worked for equality and civil rights — heroes such as Frederick Douglass, Harriet Tubman and Sojourner Truth. In the 1990s and into the new millennium, the calendars highlighted prominent African Americans' contributions in areas such as the arts, education and health care. To date, the calendars have profiled more than 300 individuals.

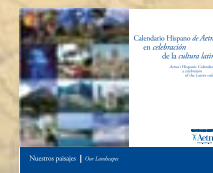
The Aetna African American History Calendar has become an invaluable reference and education tool in schools, libraries and homes across the country.



### AETNA'S HISPANIC CALENDAR, A CELEBRATION OF THE LATINO CULTURE

In 2007, Aetna built upon its success by launching a new calendar, "Calendario Hispano de Aetna, en celebración de la cultura latina." The bilingual calendar is recognition of the unique perspectives and experiences of the Latino culture and a celebration of how Latinos have enriched both Aetna and the community.

The calendar features the landscapes of countries in Central and South America, the cultural homes of many of Aetna's Latino/Hispanic members. It was launched in September 2007 to coincide with National Hispanic Heritage Month. The annual publication will continue each September.



# Gaining Ground

1950 Korean War begins

1955 Aetna's first computer

1960s Banking & Urban Investment

1967 Compton's Cafeteria Riot

1968 President John Kennedy and  
Martin Luther King, Jr. assassinated

1969 Stonewall Riots

1972 Aetna Foundation established

1972 Ms. magazine published

1973 U.S. ends its role in Vietnam

1976 Charter Member of the  
Connecticut Minority  
Supplier Development Council



# Aligning our business to meet the market



The Aetna Way — our system of values and beliefs — has at its center our customers. We take this commitment very seriously. Like many companies, we have aligned our business structure with our customers. But at Aetna, we have taken it a step further. We recognize that the individuals who use our products and services have their own unique needs. In response, we have implemented a number of initiatives to help us better understand and meet the needs of those we serve.

## Targeted Growth Markets

One size does not fit all when it comes to health care. We have identified a number of local markets where we are focusing on providing products and services to racial and ethnic groups who reside there. Currently, we are focused on Atlanta, Chicago, Houston, Miami, New York, Philadelphia, Southern California and Washington, DC.

In these markets, we are building relationships with local community leaders, Chambers of Commerce and nonprofit organizations to gain an understanding of the health care needs in the community. Then, we work with those same groups to help address those needs.

Sometimes that means reaching out to minority brokers and jointly developing community outreach strategies, as we have done in Chicago.

Sometimes it means creating a council of business and community leaders to provide Aetna with insight and perspectives on the Hispanic community, as we have done in Miami.

Sometimes it means working with Chinese health care providers to ensure our members have access to culturally appropriate care, as we have done in New York.

But always it means working on a local level to develop an understanding of the needs of a range of communities, including African Americans, Latinos, Asian Americans, Native Americans, the gay, lesbian, bisexual and transgender (GLBT) community, and women-led businesses.

On the next page is one example of the work we are doing to develop long-term relationships in local communities. (A description of some of our work in New York also appears in the section entitled “The Journey Continues” on page 24.)

저희는 흑인계, 남미계, 미국계 아시아인, 미국 원주민계, 남성 동성애자, 여성 동성애자, 양성애자 및 성전환자 커뮤니티와 여성운영사업자 단체 등 다양한 커뮤니티의 필요를 더욱 잘 이해할 수 있도록 지역 차원에서 일하고 있습니다.

## KOREAN

## Supplier diversity

Our diversity efforts extend to the way we operate our business, including those who supply the goods and services we use. We have a proactive Supplier Diversity Program that actively seeks out minority- and women-owned companies to compete for our business. Such action allows us to access high-quality goods and services, while supporting the community and gaining insights into multicultural markets. In 2007, we spent more than \$80 million on goods and services from minority- and women-owned businesses.

At the same time, we expanded our definition of “diverse suppliers” to include GLBT (gay, lesbian, bisexual and transgender) companies and small businesses. We also added supplier diversity into our corporate scorecard and launched a Supplier Diversity Advisory Council.

We are active in national organizations that support supplier diversity, including:

- National Minority Supplier Development Council
- Women’s Business Enterprise National Council
- The Conference Board’s Council on Supplier Diversity

## Chicago's Health Pavilion

In 2007, the Aetna Chicago team took the concept of getting involved in the community's health to new heights. Aetna participated in the annual Hispanic Festival in nearby Cicero, a three-day event that attracts more than 150,000 participants. For the Chicago team, staffing a simple booth and handing out benefits information was not enough.

The team developed the concept of an "Aetna Health Pavilion," where many local organizations would join forces to create a true health and community services fair. Aetna invited more than 17 nonprofit organizations to participate. These included Access Community Health Network, a group of 50 clinics serving the uninsured; Mujeres Latinas en Acción, a local women's rights advocacy group; as well as an organ/bone marrow donation organization. The Mexican Consulate was there to help build trust among those who were afraid to access services. Already, Aetna has received requests to bring the Health Pavilion to more community events in 2008.



The Pavilion also included a number of free health screenings, including tests for carpal tunnel, blood pressure and blood sugar. This last item proved fateful, as several individuals with extremely high blood sugar levels were immediately referred to doctors or, in a couple of extreme cases, the emergency room.

"We literally helped save lives there," says Marty Castro, Aetna's vice president of Strategic Business Development in Chicago and the organizer of the Health Pavilion. "That's pretty amazing, and it has a tremendous community and social impact."

## Addressing racial and ethnic equality in health care

Racial and ethnic disparities in health care are real, but we do not accept that the situation must remain so. At Aetna, we are taking action to change the status quo.

### Collecting information

The first step to solving a problem is understanding its scope. To that end, we have been a pioneer in gathering data about our members and the care they receive, as well as the physicians who participate in our plans.

### ABOUT OUR MEMBERS AND THEIR PHYSICIANS:

For the past five years, Aetna has been asking its members and participating physicians to voluntarily provide information on their race/ethnicity and language preferences. To date, more than 5.4 million members have provided such information.

The data gathered allows us to create culturally appropriate products and services to meet the needs of our membership.

### ABOUT OUR MEMBERS' TREATMENT:

We are also gathering data through several ongoing studies that are testing new, culturally sensitive interventions.

- **Breast Health Ethnic Disparity Initiative** — examining the impact of targeted outreach on improving mammography rates in African American and Latina women.
- **African American Diabetes Education Pilot** — assessing the effect of improving education on members' compliance with recommended screenings.
- **African American Hypertension Initiative** — determining whether a combination of outreach and physician training can help African American members reduce their blood pressure readings.
- **Hispanic Diabetes Equality Study** — examining the impact of culturally appropriate bilingual outreach in improving the levels of diabetic self-management and improvements in HbA1C control for Aetna's Hispanic members.



In addition, with more data now available from both our collection and research efforts, we are turning our attention to implementing interventions to address disparities in the communities where we do business. To help guide our efforts, we have reconstituted the Racial and Ethnic External Advisory Committee, a group of business and medical leaders with expertise in this arena.

### Providing education

Now that we have begun to understand the issue of disparities, we are giving our employees the education they need to increase their cultural sensitivity. All of our clinical staffs are required to complete training to improve their understanding of cultural differences. We also are offering this cultural competency training to the physicians and clinical staffs who are the direct providers of health care to our members.

### Investing in the future

Aetna and the Aetna Foundation have teamed up with a number of organizations seeking to expand the number of people of color entering the health care field and to improve the cultural competence of those already serving. These include:

- Sponsoring a fellowship at The Disparities Solutions Center at Massachusetts General Hospital that will help new leaders improve their cultural competence, conduct community-oriented research and eliminate racial and ethnic disparities in health care.
- Supporting the National Coalition of Ethnic Minority Nurse Associations' Scholars Mentorship Program.

- Endowing the Aetna Health Professions Partnership Initiative at the University of Connecticut to build interest in health professions among disadvantaged students beginning in middle school.
- Providing infrastructure funding to the National Hispanic Medical Association to foster an increase in the number of culturally competent physicians.

Since 2001, Aetna and the Aetna Foundation have contributed more than \$19 million to improve racial and ethnic equality in health care.

### Aetna en español

Respecting diversity means meeting people where they are — geographically, socially, linguistically and in many other ways. Sometimes, it means changing what we do to make others more comfortable.

At Aetna, we recognize that more than 32 million U.S. residents speak Spanish at home. So it makes sense that when it comes to health benefits information — details that can be critical to health and financial well-being — many people would prefer to receive that information in Spanish.

In 2007, we added important new resources for Spanish-speaking members. These included:

- **Aetna.com en español**, the company's main website, featuring information on health care basics, health and wellness, products, plans and health tools.



- **PlanifiqueParaSuSalud.com** (PlanForYourHealth.com), a joint site from Aetna and the Financial Planning Association. The site is part of our public education campaign to help individuals make smart health and financial planning decisions.



- **Guia de Beneficios de Salud Para Dummies** (Navigating Your Health Benefits for Dummies), a companion piece to the website.

Next, we are beginning to focus on creating materials for our Chinese customers.

### A perfect score: Aetna remains at the top of the HRC Corporate Equality Index

The Human Rights Campaign (HRC) is America's largest civil rights organization working to achieve gay, lesbian, bisexual and transgender equality. Each year, the HRC Foundation releases its Corporate Equality Index. The Index lists large U.S. employers who have achieved a rating of 100 percent on their policies and practices pertinent to gay, lesbian, bisexual and transgender (GLBT) employees, consumers and investors.

Aetna is proud that we were recognized on HRC's list again in 2007. We are doubly proud to have been on the list since its introduction in 2002. That year, Aetna was the only health care company listed and one of only 13 companies in the Fortune 500 to achieve a 100 percent rating.

## A culture of inclusion

To us, diversity does not just mean awareness of gender or ethnicity differences. We believe we are most successful when we embrace a broader view of the traditional definition of diversity — one that includes a diversity of ideas, experiences and personalities. When everyone brings their differing perspectives to the table, it enriches the dialogue and promotes better decision making. At Aetna, we fully embrace diversity.

### EMPLOYEE RESOURCE GROUPS AND DIVERSITY COUNCILS

We have eight employee resource groups that are open to all Aetna employees. These groups provide networking and support opportunities, as well as personal and professional development. They are active participants in and sponsors of community and cultural events. They also provide the company with valuable guidance on creating culturally appropriate products, services and communications. Perhaps most importantly, Aetna's employee resource groups promote an atmosphere of inclusion and tolerance.

- Aetna African American Employee Network (AAEN)
- Aetna Hispanic Network (AHN)
- Aetna Native Employee Network (ANative)
- Aetna Network of Gay, Lesbian, Bisexual and Transgender Employees (Angle)
- Aetna Women's Network (AWN)
- Aetna Working Mothers' Network (AWMN)
- Asian American Network (AsiaNet), picture below



- Telework Community Network (TCN)

Many Aetna departments sponsor their own diversity councils to both raise awareness and celebrate differences. The activities of the councils are themselves diverse — from participating in charitable events to planning cultural activities to hosting outside speakers.

## Aligning our workforce to meet the market

### Telework takes off

In the early 1990s, a number of forces came together that would change the Aetna workforce forever. As Aetna was consolidating some of our service centers, we were concerned about losing experienced employees. At the same time, technology improvements meant that remote work was becoming possible. The result? The birth of Aetna's telework strategy, which allows employees to work from their homes.

Two years after taking our telework strategy companywide, 20 percent of our employees work from home.

While telework certainly provides tangible benefits like reduced real estate costs, there are also other important, but perhaps less obvious benefits, such as recruiting, retention and job satisfaction.

"Telework is an increasingly valuable part of our workforce management strategy," notes Susan Beers, Telework Program manager. "It opens up possibilities that simply weren't available before." Examples include "baby boomers" who may want to continue working pre-retirement, but from a warmer climate, or physically disabled individuals who might have issues commuting to an office every day.

"It's a win for Aetna and a win for our employees," she says. "That's the wonderful and rewarding thing about it."

### PAMELA POWELL, R.N.: TELEWORK MAKES A DIFFERENCE IN A TOUGH MARKET FOR NURSES

Pamela Powell is a rare commodity in the Southeast — a nurse case manager. While companies are reporting challenges in recruiting and retaining nurses in her area, Powell says telework is a huge incentive for her to remain with Aetna.

Powell works in Complex Case Management, dealing with patients who need catastrophic care, discharge planning and coordination of services. She's spent the last four years of her seven-year Aetna career working from home, something she calls, "the best thing since sliced bread."

"There are fewer distractions at home, so you can really concentrate," she says. While working from home required some adjustment at first, she says there's no going back.

"This is the longest I have been at any job," she notes. "I have a lot of nurse friends, and they tell me, 'You have the perfect job!'"

# Expanding Our Horizons

- 1982 African American Calendar
- 1983 Martin Luther King, Jr.'s Birthday becomes a federal holiday
- 1987 Black Monday stock crash
- 1988 First National Coming Out Day
- 1989 Office of Diversity established
- 1989 Berlin Wall falls
- 1990 Soviet Union breaks up into commonwealth states
- 1990s Telework
- 1993 Employee Networks
- 1994 INROADS internship program
- 1994 Voice of Conscience Awards



## Partnerships in the community

Aetna's belief in being a good corporate citizen stretches throughout its history. Over the years, we have built long-standing relationships with many charitable organizations.

### Supporting America's veterans

As early as 1904, Aetna showed a strong commitment to those agencies and efforts that supported America's veterans. That year, Aetna President Morgan Bulkeley, as Commander of the Grand Army of the Republic, organized a reunion of Civil War veterans in Hartford. To encourage employees to participate, he closed the office for the day.

More than a century later, Aetna is still standing up for America's vets. In 2000, Aetna Foundation President Marilda Gándara spearheaded Aetna's involvement in restarting the Veterans' Day parade in Hartford. Dormant for eight years, the parade was reinvigorated with funding and volunteers from Aetna. In 2007, more than 30,000 people came out to view what is now the largest Veterans' Day parade in New England and one of the largest in the country.



We also forged a new relationship with "Rebuilding Together Hartford" on an initiative designed to provide accessible homes for disabled veterans. And, of course, Aetna supports its own veterans. In fact, in 2007, we were awarded the "5-Star Employer Award" by the U.S. Department of Defense.

### Giving with heart

In 1997, as part of our effort to address the unique health needs of women, Aetna announced a \$7 million commitment to raise awareness of heart disease and stroke in the female population.



Ten years later, Aetna remains committed to the fight against cardiovascular disease. We are sponsoring the American Heart Association's (AHA) new "Start!" program in several local markets. With online tools, heart walks and corporate involvement, "Start!" encourages Americans to walk to improve their overall health. Aetna is sponsoring "Start!" in Chicago, IL; Washington, DC; and Kansas City, KS.



# Aetna Foundation

The Aetna Foundation plays a vital role in our diversity strategy. Following is a small sampling of its work.

## **National Latino Children's Institute, for the Salsa, Sabor y Salud (Food, Fun and Fitness) program**



The Aetna Foundation teamed up with our North Central Region and Kraft Foods to provide a \$300,000 grant to promote healthy lifestyles educational programs in eight Latino communities throughout the country. The programs address childhood obesity, nutrition and physical fitness.

## **Black Entertainment Television (BET) Foundation**

A two-year, \$240,000 grant from the Aetna Foundation will help BET fund the Health Education & Active Learning (HEAL) Academy, an after-school program for African American girls ages 10-18. In addition to funding, Aetna Integrated Informatics will help BET measure their success with pre- and post-intervention assessments.

## **Resource Center of Dallas**

Knowledge is power. Nowhere is that more true than in knowing your health status. Because Aetna understands this fact, we were proud to sponsor HIV testing through the Resource Center of Dallas' Community Health Project. Funding for the tests was provided by the Aetna Foundation and Angle, the Aetna network of gay, lesbian, bisexual and transgender employees.



Aetna được Bộ Quốc Phòng Hoa Kỳ trao giải thưởng "5-Star Employer Award" nhờ các hoạt động trợ giúp cựu chiến binh.

VIETNAMESE

## **National Sports Center for the Disabled (NSCD)**

As a result of a fitness challenge to Aetna employees, Aetna awarded a \$30,000 grant to the NSCD. This group is one of the largest outdoor therapeutic recreation agencies in the world. It provides outdoor sports and therapeutic recreation programs for people with physical, cognitive, emotional or behavioral challenges.



# Accolades

Our efforts to foster and leverage diversity in all its forms have been recognized by many local and national organizations.

## Higginbotham Corporate Leadership Award RON WILLIAMS, AETNA CHAIRMAN AND CEO

Aetna's ongoing record of diversity and corporate social responsibility was recognized in 2007 with the A. Leon Higginbotham Corporate Leadership Award. The award was presented by the Lawyers' Committee for Civil Rights Under Law to Aetna Chairman and CEO Ron Williams.

The award recognizes those companies and individuals who demonstrate exemplary corporate leadership in advancing equal opportunity, particularly in recruiting, retaining and promoting people of color. It was presented by Jeanne Moutoussamy-Ashe, an author and photographer and the widow of tennis legend and former Aetna board member Arthur Ashe, Jr.

"This award is a tribute to Aetna's long-standing leadership in promoting equal rights and diversity," says Williams. "It was a privilege to accept it on the company's behalf."

## Out & Healthy GLBT Healthcare Leadership Award MARK BERTOLINI, AETNA PRESIDENT

Dedication starts at the top. This fact was recognized in 2007 by the National Gay & Lesbian Chamber of Commerce and the Human Rights Campaign. The groups joined forces to present the first-ever Out & Healthy GLBT Healthcare Leadership Award to Aetna President Mark Bertolini. They cited both Aetna's commitment to providing affordable health care to the GLBT community and Bertolini's personal support of GLBT causes.

"This award is both an honor and an indication that Aetna is making positive and needed changes in our industry for the good of the community," Bertolini says.



2007 Mark Bertolini (center) accepts the Out & Healthy GLBT Healthcare Leadership Award

## Voice of Conscience Award MARTY CASTRO AND CHRIS SNOBERGER

As we are proud of the recognition Aetna has garnered for our achievements, we, in turn, are pleased to be able to recognize others. Our Voice of Conscience Award recognizes people from within and outside Aetna who have dedicated themselves to humanitarian causes. The award was established in memory of the late Arthur Ashe, Jr., a long-term member of our board of directors and chairman of the Aetna Foundation at the time of his death.

In 2007, Employee Voice of Conscience Awards were presented to Marty Castro and Chris Snoberger.



2007 VOC Winner  
Marty Castro (R)



2007 VOC Winner  
Chris Snoberger (L)

2007 Ron Williams accepts the Higginbotham Corporate Leadership Award

Photo: ©Hechler Photographers

Photo: Lasting Beauty Photography



## Key Affiliations and Alliances

- 100 Black Men of America
- American College of Cardiology
- Association of Black Cardiologists
- Association of Hispanic Healthcare Executives
- Association of Latino Professionals in Finance and Accounting
- Black Chamber of Commerce of Orange County, CA
- Black Data Processors Association
- Blacks In Government
- California Hispanic Chamber of Commerce
- Catalyst
- The Conference Board
- Congressional Black Caucus
- Connecticut Association of Latinos in Higher Education
- Connecticut Lawyers Group
- Corporate Leadership Council
- Council of Concerned Women Physicians of the National Medical Association
- Delta Sigma Theta
- Executive Leadership Council
- Gay and Lesbian Medical Associations
- Grady Health System
- Hartford Health Disparities Collaborative
- Hispanic Association of Colleges and Universities
- Hispanic Association on Corporate Responsibility
- Hispanic Health Council
- Hispanics in Philanthropy
- Human Rights Campaign
- Illinois Hispanic Chamber of Commerce
- Independent Insurance Agents and Brokers of America
- INROADS
- International Association of Black Actuaries
- Magic Johnson Enterprises
- Mexican American Physician Association
- National African-American Insurance Association
- National Alliance for Hispanic Health
- National Association of Asian American Professionals
- National Association of Black Accountants
- National Association of Latino Elected and Appointed Officials
- National Black MBA Association
- National Black Nurses Association
- National Coalition of Ethnic Minority Nurse Associations
- National Council of Negro Women
- National Gay & Lesbian Chamber of Commerce
- National Hispanic Health Foundation
- National Hispanic Medical Association
- National Hispanic Professional Organization
- National Latina Business Women Association
- National Medical Association
- National Minority Supplier Development Council
- National Association of Women Business Owners
- National Society of Hispanic MBAs
- Northern New Jersey Maternal Child Health Consortium
- Out & Equal Workplace Advocates
- Parents, Family and Friends of Lesbians and Gays
- PRIMER
- Society for Women's Health Research
- Texas Association of Mexican-American Chambers of Commerce
- Thurgood Marshall Scholarship Fund
- U.S. Department of Health and Human Services
- U.S. Hispanic Chamber of Commerce
- Women's Business Enterprise National Council

## Additional Awards

- Top 40 Companies for Diversity — *Black Enterprise* magazine
- Readers' Choice, Best Diversity Company — *Engineering & Information Technology* magazine, diversity/careers category
- Corporation of the Year Legacy Award — 100 Black Men of Greater Washington, DC
- Top 10 Companies for Executive Women — National Association for Female Executives
- Chairman's Award — National Newspaper Publishers Association (Black Press of America), for outstanding advertising to and for African Americans
- Top 50 Companies for Black MBAs to Work — *Black MBA* magazine
- 25 Great Places to Work — *Essence* magazine
- Top 50 Companies for Latinas — *Latina Style* magazine
- Top Employer for leadership and accomplishment in hiring and promoting people with disabilities — State of Connecticut Department of Social Services
- 25 Noteworthy Companies — *DiversityInc.*
- 5-Star Employer Award — U.S. Department of Defense, Employer Support of the Guard and Reserve
- America's Most Admired Companies — *FORTUNE* magazine, health insurance category
- Hispanic Health Leadership Award, Ron Williams, Aetna Chairman and CEO — National Hispanic Health Foundation
- National Diversity Bridge Award, Ron Williams, Aetna Chairman and CEO — Chicago United

## Aetna leaders speak about diversity



### Mark Bertolini: Expanding the definition of diversity



In addition to his role as Aetna president, Mark Bertolini is the executive sponsor of Angle (the Aetna employee network of gay, lesbian, bisexual and transgender [GLBT] employees). As the group’s “straight ally,” he has helped Angle craft an operating plan and expand their focus to business issues like building a physician network for the GLBT community. Bertolini explains that sexual orientation is just one more way the definition of “diversity” is expanding.

“In the past, diversity was an employee relations issue largely around race and gender. This was the traditional first-order view of diversity, born out of compliance and human resources,” he says. “We have learned that diversity comes in many different shapes and flavors, and we have an obligation to recognize the different ways people present to us.”

To be successful, Bertolini believes businesses must recognize individual needs and create products and services to meet those needs. Rather than a challenge, he sees the broadening definition of diversity as an opportunity. “The beauty of diversity is the differing perspectives everybody brings to the table,” he says. “Those perspectives enrich the dialogue and that, in turn, promotes better decision making.”

### Elise Wright: Building on success



In her 25 years at Aetna, senior vice president of Human Resources Elise Wright has often been at the forefront of the company’s major cultural shifts. Aetna’s diversity strategy today is a truly unique marriage of values and business strategy, with roots from well over 35 years ago.

Back in the 1970s, Aetna executives set the stage for diversity when they took a strong stand on affirmative action. Over time, Aetna’s commitment to hiring minorities expanded to include cultural principles, such as fostering an inclusive work environment and zero tolerance for discrimination. During Wright’s tenure, Aetna established the Office of Diversity, which today oversees a vast array of employee resource groups, multicultural awareness programs and, more recently, business development efforts in underserved markets.

Each year, Aetna moves another step closer to becoming what Wright sees as the goal — “a place where diversity is the norm.”

To get there, Wright stresses, it is important for Human Resources and diversity objectives to be aligned with business objectives. That’s why Aetna incorporated a new category on diversity into its own corporate scorecard. The scorecard now measures Aetna’s progress across four dimensions — diversity in the workplace, marketplace, workforce and supplier base.

“Customers are not ‘one size fits all.’ Just about every company understands this at some level,” Wright says. “But knowing what to do about it is what distinguishes our approach. By incorporating diversity into so many dimensions of the way we do business, we are able to understand and serve more customers according to what they really value and need. And that’s what sets Aetna apart.”



# The **Journey** Continues



**1997** Membership in the National Minority Supplier Development Council

**1998** Domestic Partner Benefits offered

**1998** Europe begins using single currency system — Euro

**2000** Membership in Women's Business Enterprise National Council

**2006** Targeted Growth Markets

**2006** Ron Williams named CEO

**2007** Aetna en español

**2007** Hispanic Calendar

**2007** Women's Leadership Exchange participation



## Transforming health care

After more than 150 years of service, Aetna's commitment to diversity remains strong. With the Aetna Values as our guide, and the principle to do the right thing as our goal, we are confident we can continue to build on our reputation in the future.

Aetna is a leader in the national debate on health care in America. We know the system needs improvement, and we are working hard to help create positive and meaningful change. Our efforts are focused on a number of fronts, from transparency of cost and quality information to genetic testing and end-of-life care.

From a diversity perspective, perhaps no effort at transformation is more closely aligned than our work to promote racial and ethnic equality in health care. (See page 14.) Another way to improve health care for all populations is simply to improve access. Aetna is meeting this challenge by expanding our suite of products for traditionally underserved populations — for example, students, individuals and pre-retirees. Following are two examples of what we are doing to expand access to the health care system.

### Targeting the uninsured and the under-insured

In late 2007, we held a press conference in English, Mandarin and Spanish to introduce an innovative product called the New York City Community Plan. This plan is specifically designed for and available to small (2-50 employees) employers in New York's five boroughs. Its aim is to help reduce the number of uninsured while providing diverse populations with access to culturally competent care.

Chương Trình Cộng Đồng Thành Phố New York của chúng tôi cố gắng giảm bớt số người không có bảo hiểm, đồng thời giúp các cộng đồng có thành phần dân số đa dạng tiếp cận dịch vụ y tế phù hợp về văn hóa.

VIETNAMESE

“We met with community leaders to get a sense of the issues that are preventing individuals from accessing health care,” says Miguel Centeno, Aetna's vice president of Strategic Business Development in the Northeast Region. “We designed our product to meet those needs.”

Affordability was the number one issue identified, so the NYC Community Plan offers affordable premiums with no copayments for preventive care. This is allowing more small employers to offer health benefits to their employees. The plan also is addressing cultural barriers. It uses a smaller network of local physicians who are familiar with the needs and conditions of the local community, and many are multilingual.

“Some community leaders have actually said ‘Wow!’ when we've reviewed the plan with them,” says Centeno. “That really demonstrates how we listened to customer needs and reflected that in our plan design.”

(The NYC Community Plan is one of many initiatives Aetna is sponsoring in New York City, one of our Targeted Growth Markets. For more information on these markets, please see page 13.)



2007 Our NYC Community Plan was developed with input from community leaders

Photo: Pedro Mena



### Providing plans for pre-retirees

“Pre-retirees” — those between the ages of 50 and 64 — are a growing portion of the uninsured population. These individuals are not yet eligible for Medicare and many lose their employer-based coverage upon retirement. In 2007, Aetna announced a long-term agreement with the AARP® to address this unmet need.

“Pre-retirees understand the need for health insurance, but may not have had any affordable options until now,” says Laurie Brubaker, Aetna’s senior vice president of Consumer Markets Field Operations. “We created a distinct product portfolio to meet their needs.”

AARP conducted a rigorous screening process before deciding to work with Aetna on this initiative. One item that tipped the balance in our favor was Aetna’s commitment to diversity.

“AARP had very specific questions around diversity, and we submitted volumes of information about our initiatives. In addition, in a meeting with AARP, Mark Bertolini [Aetna President] noted that diversity is part of his personal scorecard,” Brubaker says. “They were impressed.”

### Teaming up for a healthy tomorrow

Aetna and Magic Johnson Enterprises (MJE) have forged a new alliance aimed at empowering businesses and ethnically diverse communities to make informed choices about their health care options. The alliance is working to improve health care literacy, show individuals the benefits of wellness, exercise and healthy eating, and other initiatives.



2007 A new alliance between Aetna and Magic Johnson Enterprises

Aetna 和 Magic Johnson Enterprises（简称 MJE）共建了一个新的联盟，致力使公司和多种族社区能在选择健康保健计划时，作出明智的决定。

### CHINESE

The principal goals of the relationship are to:

- Create both dialogue and action in urban communities to help people understand the health resources, products and services available to them, while encouraging individuals to take a more active role in their health and wellness.
- Give credible voice, via a recognized and respected leader, to major issues in health care, such as the need to improve health literacy.
- Raise awareness of racial and ethnic inequality in health care within these communities by empowering people to ask questions, seek answers and create a demand for high-quality health care that respects their cultural preferences.

Both Aetna and MJE are committed to improving community vitality by helping reduce the number of uninsured — particularly among entrepreneurial, urban business owners — and improving racial and ethnic equality in health care.

# Aetna's 2007 Workforce Demographics

Our approximately 35,000 employees illustrate our commitment to diversity.

## GENDER

76 percent of Aetna's employees are women

Women hold 64 percent of management/supervisory positions

Women hold 30 percent of senior leadership positions

33 percent of Aetna's board of directors are women

## RACE AND ETHNICITY

31 percent of our employees are people of color

People of color hold 16 percent of management/supervisory positions

People of color hold 11 percent of senior leadership positions

25 percent of Aetna's board of directors are people of color

45 percent of our 2007 hires were people of color

## VETERAN STATUS

2 percent of our employees are veterans

## AGE

Employees range in age from 18 to 83

The average age of our employees is 41

## YEARS OF SERVICE

20 percent of our employees have worked at Aetna for more than 15 years

52 percent of our employees have worked at Aetna for fewer than 5 years

## WORK/LIFE ARRANGEMENTS

20 percent of our employees work from home

2 percent of our employees have variable work schedules

3 percent of our employees work part time

## GLBT

3 percent of our employees have self-identified as gay, lesbian or bisexual

## Internet Links

Aetna has many websites where you can find more information about our company.

- Aetna's home page: [www.aetna.com](http://www.aetna.com)
- Diversity at Aetna: [www.aetna.com/diversity](http://www.aetna.com/diversity)
- Employment at Aetna: [www.aetna.com/working](http://www.aetna.com/working)
- Individual/family health insurance coverage: [www.aetna.com/members/individuals](http://www.aetna.com/members/individuals)
- Business/employer health insurance coverage: [www.aetna.com/employer/](http://www.aetna.com/employer/)
- Federal employee health insurance coverage: <http://custom.aetna.com/fehbp/index.shtml>
- Student health insurance coverage: [www.chickering.com](http://www.chickering.com)
- Becoming a supplier or vendor to Aetna: [www.aetna.com/about/aetna/sd/](http://www.aetna.com/about/aetna/sd/)
- The Aetna Foundation: [www.aetna.com/foundation](http://www.aetna.com/foundation)
- Diversity calendars: [www.aetna.com/about/aetna/diversity/aahcalendar.html](http://www.aetna.com/about/aetna/diversity/aahcalendar.html)
- Corporate responsibility at Aetna: [www.aetna.com/about/aetna/cr/](http://www.aetna.com/about/aetna/cr/)
- Aetna's awards and recognition: [www.aetna.com/about/aetna/aag/awards\\_and\\_recognition.html](http://www.aetna.com/about/aetna/aag/awards_and_recognition.html)
- Aetna en español: [www.aetnaenespanol.com](http://www.aetnaenespanol.com)

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- Marty Castro — Aetna Small & Middle Markets
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- Hannah Dee — Procurement
- Caroline Emmons — Human Resources
- Susan Fenton — Local Market Improvement
- Shawn Hahn — National Businesses
- Isabelle Hebert — Aetna Global Benefits
- Kristen Hickey — Procurement, Supplier Diversity
- Sharon Ions — Corporate Public Involvement
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