

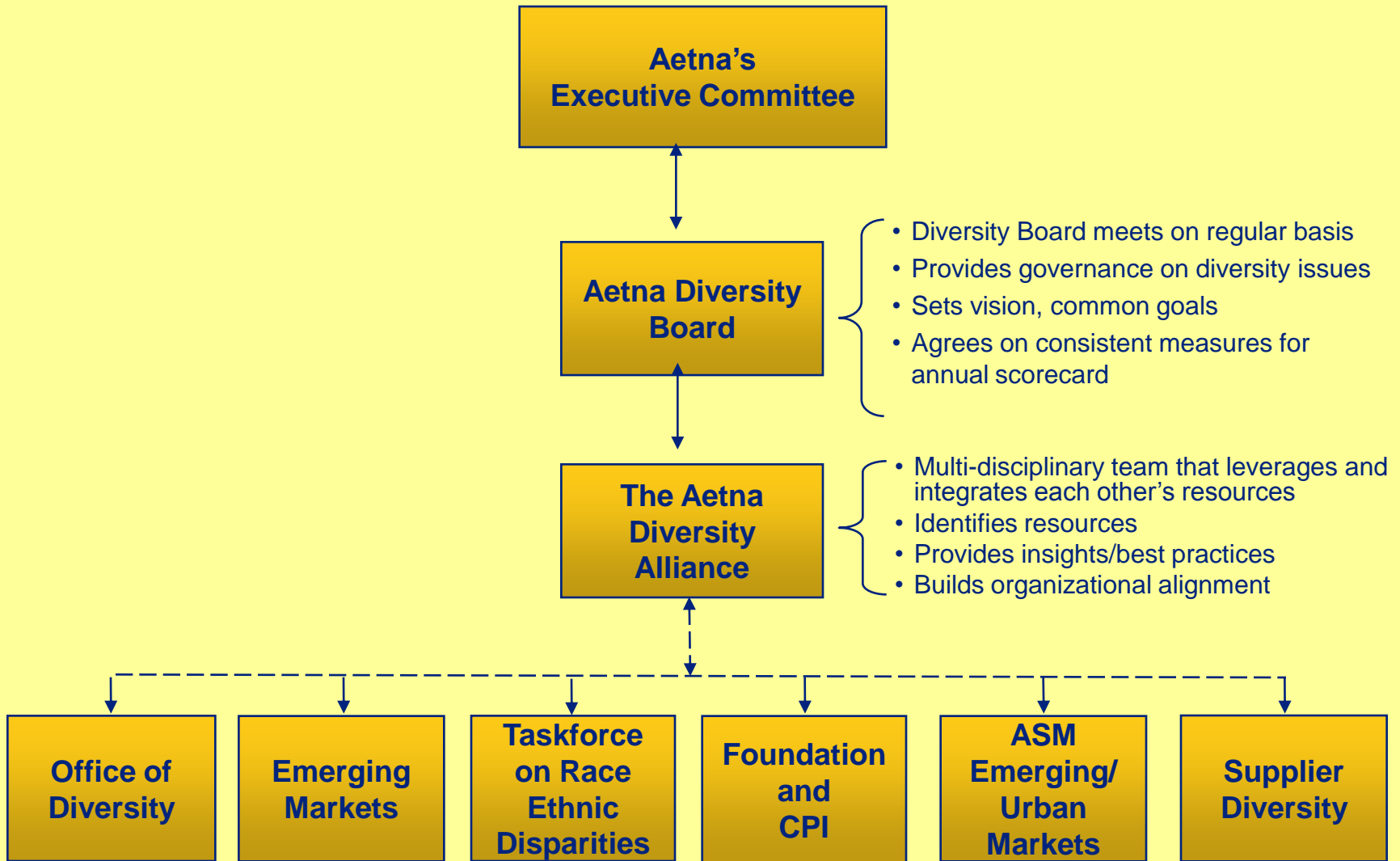
# Aetna Diversity Strategy

**Aetna will be the industry leader in the diverse marketplace.** We will deliver best-in-class service to our customers because we want them to be comfortable when doing business with us.

To achieve this mission we will, for our constituents:

- ❑ Build a workforce that fully understands the diverse communities where we do business
- ❑ Foster a culture of inclusion that grows a diverse talent pool and recognizes and rewards the contributions of every employee while allowing employees to do their best work
- ❑ Develop a diverse supplier base reflecting our multicultural environment that supports innovative ways to deliver to them best-in-class services
- ❑ Create innovative and tailored product and service solutions that will meet their unique needs

# Diversity Infrastructure and Alignment



- Employee Networks
- Diversity Councils

# Diversity Efforts Strongly Link to Aetna Values

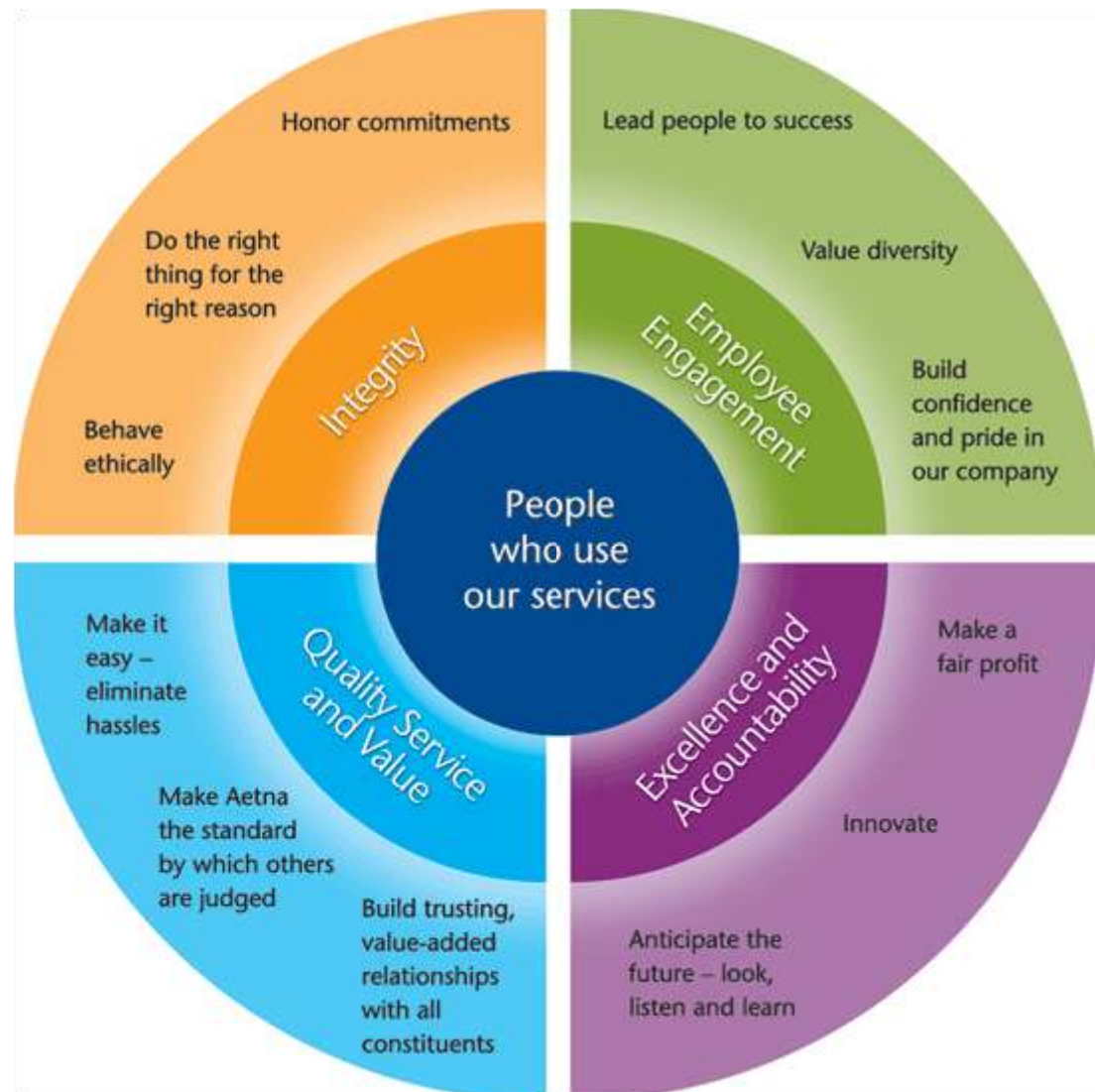
## Office of Diversity Mission

We foster an inclusive work environment through collaboration and partnerships to increase employee engagement, strengthen business relationships, encourage innovation, influence multicultural markets, and ultimately enhance Aetna's business results.

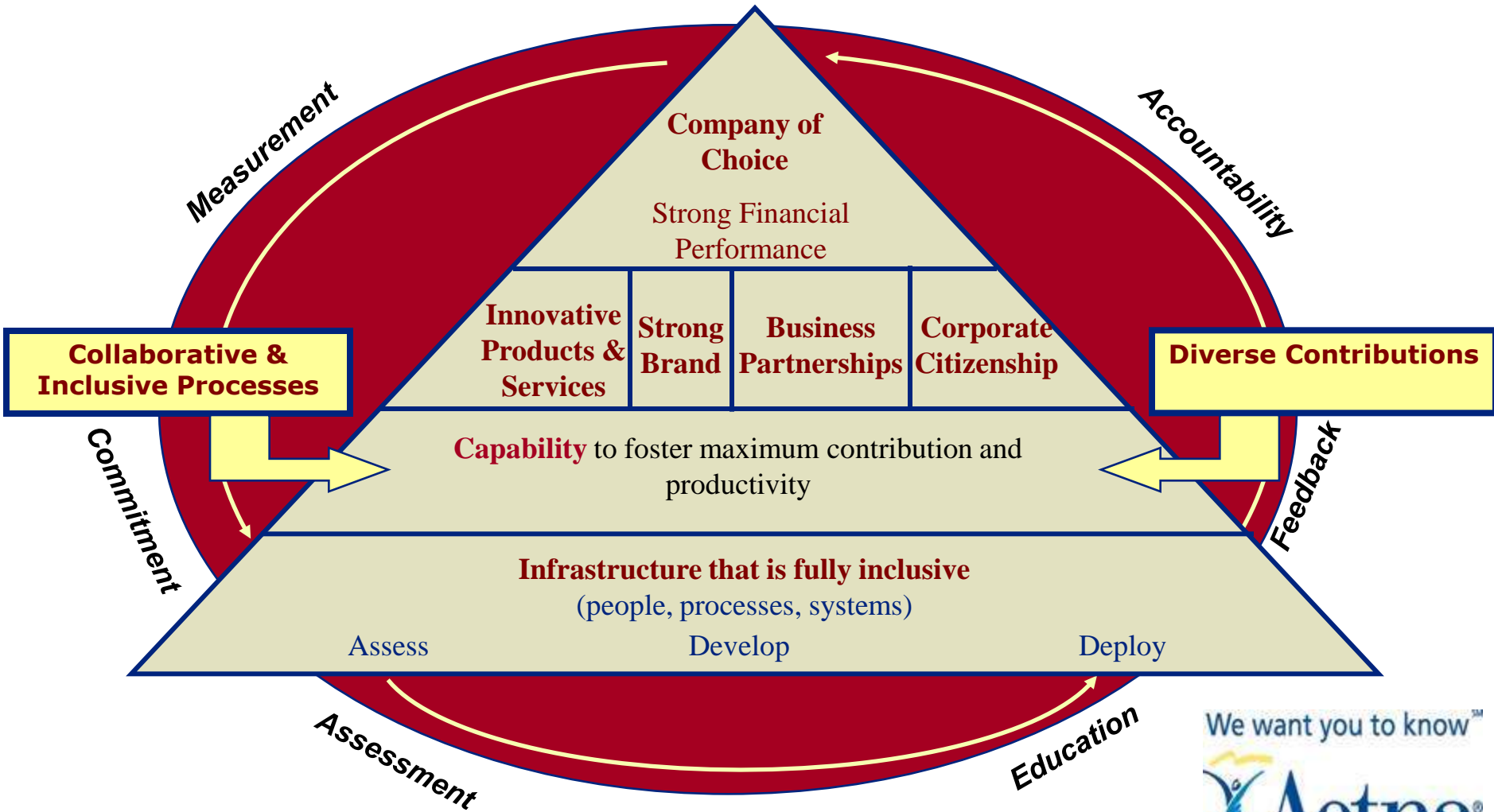
## Existing Efforts Highlights

- Created the Aetna Diversity Alliance
- Launched Diverse Discoveries long-term career development program
- Partnered with executive search firms to identify people of color and women talent
- Formalized relationships with professional organizations for people of color
- Assessing multi-lingual capabilities at Aetna
- Investing \$50-\$100mln in women and minority-owned businesses
- Launched “Diversity Lecture Series”
- Created Diversity Annual Report

Intrinsic ideals and beliefs that guide our decisions each and every day.



# Diversity Strategic Goals



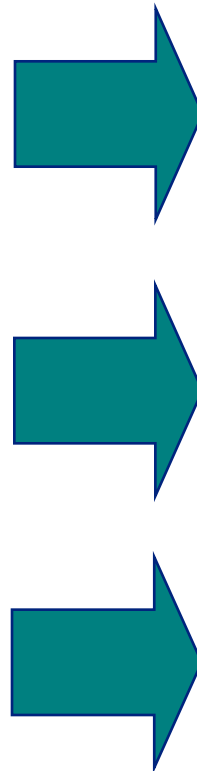
We want you to know™



# Context for Diversity Strategy

## Aetna's strategic focus

- Profitably grow market share and earnings through innovation in current and new businesses
  - General growth strategy
  - Acceleration of organic growth through selling more products to existing customer base
  - Local market initiatives
- Demonstrate superior medical cost, quality and clinical integration
- Achieve our targeted administrative efficiency
- Apply technology to create customer value
- Deliver best-in-class service experience
- Develop a diverse, high-performance culture



## Diversity Implications

- Build a workforce that reflects the racial/ethnic, gender, sexual orientation, and generational diversity of the marketplace
- Create an inclusive work environment that maximizes each employee's contributions and productivity
- Attract potential candidates to Aetna; Choose from a broader and deeper pool of candidates
- Achieve criteria to bid on government and public sector businesses
- Enhance workforce capabilities to address the needs of our multicultural/multilingual constituents
- Provide culturally appropriate consumer experience; Design products and services to meet their needs
- Establish business relationships with diversity-related organizations and local communities to support community-based marketing and sales
- Establish an infrastructure that supports sales and renewal efforts of employers with diverse workforces
- Increase supplier diversity spend to fully leverage emerging business opportunities
- Link diversity metrics directly to enterprise scorecard