

Embracing our responsibility for sustainable health care



“Everything we do at Aetna starts with our values — a clear, strongly held set of core beliefs that reflect who we are and what you can expect from us. Our values carry through our thoughts and actions every day, inspire innovation in our products and services, and drive our commitment to excellence in all we do. The values we live by also compel us to look beyond our business goals to help make the world in which we live and work a better place. As a socially responsible company, we are committed to using our resources and our influence with others to help make our world a healthier place in every way that we can.”

– **Mark Bertolini**
Chairman, CEO and President



Aetna is the brand name used for products and services provided by one or more of the Aetna group of subsidiary companies, including Aetna Life Insurance Company and its affiliates (Aetna).

Executive summary

At Aetna, we believe that being a leader means exercising ethical business principles and social responsibility in everything we do. Responsibility and integrity are woven into our corporate fabric.

As a leader in health care, corporate responsibility starts with working to keep consumers healthy and protecting the long-term viability of our valued health care resources. It also means using our resources, and our influence with others, to make the world we live in a better place in varied and multiple ways. We are committed to working toward solutions to the complex and challenging issues that impact all of our constituents.

Healthy living, responsibly

We want to help make being healthy easier. But we believe our responsibility is even broader, as we work hard to avoid waste in the system to help protect the sustainability of our important health care resources. We are working internally and externally to develop a healthier population with a broader sense of responsibility. Together, we are part of the solution. We do this by:

- Engaging people in their own health care
- Connecting people with valuable health information
- Helping patients with chronic or serious illnesses
- Providing transparency in price and quality

Community involvement

Nothing speaks to our commitment to responsible leadership more visibly and resolutely than the activities of Aetna's independent philanthropic arm, the Aetna Foundation®. Founded in 1972, the Aetna Foundation is a national health foundation that promotes wellness, health, and access to high-quality health care for everyone, while supporting the communities we serve. Since 1980, Aetna and the Aetna Foundation have awarded more than \$394 million in grants, sponsorships and social investments.

Diversity at Aetna

We recognize the impact and importance of diversity in all aspects of our business. By taking advantage of all aspects of our diversity, we better understand and meet the unique needs of the people we serve and empower people to live healthier lives.

- We are diversifying our supplier base, purchasing nearly \$140 million in goods and services from small businesses and certified minority, women and LGBT-owned business enterprises.
- We are bringing our health benefits and related solutions to some of the fastest growing segments in the United States.

Public policy leadership

Aetna is committed to building a health care system that provides all Americans with access to affordable, high-quality health care services. We work with legislators and regulators by offering them the benefit of insights rooted in our extensive experience in delivering impactful solutions to customers and stakeholders.

Despite the passage of the Affordable Care Act (ACA) in 2010, serious challenges continue to face our health care system. Aetna is committed to being a key part of the solution — now and in the future.

Environmental practices

Aetna has been engaged in recycling and energy-use reduction programs for many years at Aetna-owned facilities. In recent years, our accelerated efforts have resulted in numerous distinctions, such as winning one of the 2011 International Data Group InfoWorld Green 15 Awards for eliminating paper from the contracting process for health care professionals.

Our teleworker program is reaching some impressive milestones, saving more than 79 million miles of driving per year and reducing carbon dioxide emissions by more than 29,000 metric tons each year.

Corporate governance

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

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
- > Excellence
- > Caring
- > Inspiration

Healthy living, responsibly

As a health care company, we believe nothing is more important than helping people stay healthy. We want to help make being healthy easier. But we believe our responsibility is even broader, as we work hard to avoid waste in the system to help protect our important health care resources. Spiraling costs threaten the long-term sustainability of our health care system, and studies have shown as much as one-third of these costs are the result of waste in the system.

We are working internally and externally to develop a healthier population with a broader sense of responsibility toward the consumption of our valued resources. We are developing new and unique ways to enable our own employees and members to take charge of their own health and be part of the solution. To that end, we are focused on the whole person — mind and body.

We provide our members with meaningful information that helps them make value-based health care decisions and be responsible health care consumers. We led the way in the past decade to greater transparency for consumers in health care quality and pricing, and we continue to work toward transparency that is accompanied by rewards and other incentives for providers who efficiently deliver evidence-based care and members who use them.

- Aetna's industry-leading suite of online health care transparency tools provide our members, prior to receiving care, with information that helps them choose health care providers, make informed health care decisions and better plan for their health care expenses.
- We have integrated transparency information directly at the point of member selection of providers through Aetna's DocFind® search-engine. Members can utilize our hospital comparison tool to better understand hospital care and quality.

Connecting people with valuable health information

We pull together health care system information — often disconnected in the past — to empower health care professionals and patients to make informed decisions that can result in better outcomes for patients and reduce unnecessary services.

- Evidence-based applications and clinical decision-support tools find potential gaps in care and help eliminate redundancy and waste.
- Studies from Aetna's subsidiary and HIT powerhouse, ActiveHealth Management®, illustrate that improvements in clinical care and reduced costs can occur when electronic quality data is used regularly in medicine.
- As an employer, we launched an innovative metabolic syndrome testing program for employees. Also, more than 22,000 employees (66 percent) participated in our Get Active Aetna campaign and met key goals for regular exercise and healthy eating.



Helping patients with chronic or serious illnesses

More than a health plan, Aetna's nurses and doctors become part of a member's care team. Working with providers, Aetna's clinicians use their combined clinical and health plan expertise to help guide patients physically, emotionally and financially through health crises and ongoing care.

- We assist patients and their families navigate some of the toughest issues that can occur in a person's life — major emergencies and trauma.
- Our advanced health information technology, and our ability to connect with members before life-changing events occur, is making a dramatic difference in our members' care. We find and identify at-risk members before they undergo a significant health event and help them manage their care.

- Nurse advocates help at-risk members achieve better health through best-in-class care management. We provide expert case management and disease management programs for chronic heart failure, diabetes, and 32 other debilitating diseases in an interdisciplinary way that looks at the member as a whole. Our motivational interviewing allows our care teams to identify issues members have in addressing chronic illnesses, and give them tools to overcome those obstacles. In some cases, we also embed case managers in physician practices to extend the care team and enhance patients' health outcomes. This level of integrated data helps members understand and adhere to treatment plans, and removes barriers that may prevent members from most effectively navigating the health care system.

We help our members put all of the available tools and information to work for them by making health care easier to use and understand. By making health care simpler, we help people stay healthier.

Emergency responsiveness

When weather disasters and other tragic situations strike, Aetna responds, when warranted, quickly with policy modifications to help members get the care they need under difficult circumstances. We also open up our Employee Assistance Program (EAP) to affected members, nationally and internationally, even when employers have not purchased an EAP product.

Investing in our future

Nothing speaks to our commitment to responsible leadership more visibly and resolutely than the activities of Aetna's independent philanthropic arm, the Aetna Foundation.

Founded in 1972, the Aetna Foundation is a national health foundation that promotes wellness, health, and access to high-quality health care for everyone, while supporting the communities we serve.

Promoting wellness, health and access to high-quality care

Since 1980, Aetna and the Aetna Foundation have awarded more than \$394 million in grants and sponsorships to nonprofit organizations. The Foundation's grant making is focused on efforts to improve health and the health care system in three program areas:

- Addressing today's alarming obesity rates in children and adults
- Promoting racial and ethnic equity in health and health care for common chronic conditions and infant mortality
- Advancing integrated health care by improving coordination and communications among health care professionals; creating informed and involved patients; and promoting cost-effective, affordable care

In 2010, Aetna and the Aetna Foundation contributed \$15.6 million to help improve the health of children and adults and make our health care system more equitable and effective. Aetna employees, retirees and directors donated an additional \$6.9 million through the company's matching gift program. Employee contributions were further enhanced through volunteer efforts — 334,000 hours of personal time and commitment.

Addressing critical health issues: philanthropy's role

Obesity

With two-thirds of American adults either obese or overweight, obesity has become one of the most serious and costly health issues of our time. Aetna and the Aetna Foundation are combating obesity on two fronts. In 2010, we supported studies by five leading universities to deepen the understanding of the root causes of the nation's obesity epidemic and drive viable solutions to the core problems. In communities across the country, we awarded grants in 2010 to nearly 75 innovative community-based fitness and nutrition programs aimed primarily at children and adults of higher-risk minority populations.

Since 2006, Aetna and the Aetna Foundation have awarded more than \$8 million in support of efforts to combat obesity, including \$2.3 million in 2010. Recent grants include:

- The University of Pennsylvania, to study the impact of food prices, grocery store accessibility and marketing on the food consumption of African-American women
- The University of Michigan, to study the impact of the "built" environment in low-income neighborhoods of Detroit and its relationship to physical activity, diet and obesity over time
- The Dance Theatre of Harlem, to launch the Aetna Foundation Healthy Dancers, Healthy Families Initiative, offering dance fitness classes to local families
- The Girl Scouts of Connecticut, to institute a new health and fitness program reaching 6,000 girls at its summer camps and troop activities



Racial and ethnic health care equity

Government statistics show that many racial and ethnic groups are more likely to experience poorer health and receive lower quality health care across a range of disease areas, such as cancer, cardiovascular disease, HIV/AIDS, diabetes, mental health, and other chronic and infectious diseases. Disparities in infant mortality are particularly striking: African-American infants are twice as likely as white infants to die before their first birthday.

Since 2001, Aetna and the Aetna Foundation have awarded more than \$30 million in grants to support research and programs that address disparities in health care, including \$1.24 million in 2010. Recent grants include:

- The March of Dimes, to study ways to increase the number of African-American women participating in its group prenatal programs and improve the programs' effectiveness, as part of the organization's efforts to reduce the number of premature births
- The University of California, San Francisco, to analyze the high rates of Cesarean childbirth among African-American women in California

- AcademyHealth, to create the AcademyHealth/Aetna Foundation Minority Scholars Program to provide professional development for researchers from under-represented minority groups in the fields of health disparities and health services
- The University of South Florida, to explore use, outcomes and disparities with genetic testing for breast and ovarian cancer
- Institute of Medicine/National Academy of Sciences, to bring together leaders in the private and public sectors for the Roundtable on the Promotion of Health equity and the Elimination of Health Disparities

Integrated health care

Fragmented and poorly coordinated health care can lead to poor health outcomes, unnecessary or duplicative tests, avoidable hospitalizations and higher health care costs. We believe that a well-integrated and well-coordinated health care model, centered on strong primary care, can improve health and be more cost effective.

To advance integrated health care, we fund efforts that improve coordination and communications among health care professionals, create informed and involved patients, and promote cost-effective, affordable care — centered on strong primary care.

In 2010, Aetna and the Aetna Foundation awarded grants totaling \$1 million to advance integrated care. Recent grants include:

- The University of California, San Francisco, to create a rigorously tested survey tool to assess integrated care around the country
- RAND Health, to study the impact of poor care coordination on quality and costs of care
- The Brookings Institution, to explore a range of effective approaches for implementing and evaluating value-based purchasing programs for health care
- Massachusetts General Hospital, to study whether intensive care management and integrated care can improve the health outcomes of economically disadvantaged patients with multiple chronic conditions
- Baylor College of Medicine, to analyze how primary care medical homes can lower the cost of care and improve the health of children with chronic physical, developmental or behavioral conditions
- The University of Florida, to explore whether primary care medical homes can improve the health of patients with diabetes

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 our “culture of caring” — a tradition of volunteerism and employee community involvement that is part of our core values. We have an award-winning program and a network of 50 highly engaged employee volunteer councils. These employee teams identify local community needs and respond accordingly. They take part in fundraisers, team projects, disaster relief and a range of other activities. Since 2003, our employees have logged more than 2.3 million hours of community service.

Beyond the numbers, Aetna employees:

- Sign up in higher numbers for the national bone marrow registry, compared with Americans as a whole
- Donate thousands of units of blood
- Spend hundreds of hours each year refurbishing homes for people with medical needs and other special needs
- Have made thousands of colorful headscarves known as CUREchiefs for cancer patients and others with medical conditions resulting in hair loss
- Serve as tutors and mentors to youth

Aetna employees work regularly to improve their communities, one volunteer project at a time.

To learn more about our grant programs, and how our grantees are enhancing communities and advancing quality health care, visit www.AetnaFoundation.org.



Diversity at Aetna

At Aetna, valuing diversity is both a fundamental belief and strategic advantage. By taking advantage of all aspects of our diversity — including gender, race, ethnicity, age, sexual orientation, geography, ideas and experiences — we better understand and meet the unique needs of the people we serve and empower people to live healthier lives.

Diversity priorities at Aetna:

- Leveraging diversity as an organizational initiative in order to increase our business opportunities and partnerships
- Building a diverse and agile workforce by focusing on recruitment, development, and advancement of talent at all levels of the organization
- Creating an inclusive workplace that fosters full engagement, so our employees 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

In the workplace, we have nurtured an inclusive mindset that values diversity in all its aspects including gender, race, ethnicity, age, sexual orientation, geography, ideas and experiences. Strategically, we've integrated diversity into employee-focused processes and practices such as talent management, succession planning, mentoring groups and employee resource groups (ERGs). These have helped us attract and retain talented employees from every segment of society, which in turn, helps broaden our viewpoint of the world.

Recruitment and retention

We leverage our diversity and differentiate Aetna both as an employer and industry leader by refining our strategy to: achieve deep integration across employee segments; increase targeted communication to employees, customers and other key constituents; and increase focus on developing individual and organizational competencies necessary to compete in a highly competitive environment and position Aetna for long-term success.

We recruit and employ local talent across much of the globe (including London, Ireland, Asia and the Middle East). This enables us to be deeply entrenched in local cultures and understand the unique environments where our members live and work.

Our recruiting and retention strategies aim to attract and retain highly motivated and talented individuals, including under-represented groups, such as veterans, people with disabilities, and lesbian, gay, bisexual and transgender (LGBT) individuals, while meeting the unique needs of the multi-generational groups represented in the workforce. Employees are provided with a number of opportunities to learn more about our strategy's impact, including:

- Web-based and instructor-led training that raises employee awareness of diversity and builds the necessary skills to support an inclusive environment
- Cultural competency training program for our health care professionals to increase awareness and improve the way we assist members
- Leadership Development Programs that focus on identifying emerging talent
- Membership in ERGs, which facilitate professional development sessions and leadership opportunities, as well as enable employees to share insights and influence business strategy

We have received wide recognition related to diversity:

- **DiversityInc** named Aetna to its 2011 list of Top 50 Companies for Diversity® for the third straight year. Aetna moved up to 19th place. In addition, DiversityInc ranked Aetna as a Top 10 company for lesbian, gay, bisexual and transsexual (LGBT) employees and employees with disabilities.



- **Diversity Employers** magazine has named Aetna to its list of Top 100 Employers for the Class of 2011.
- **Black Enterprise** magazine named Aetna to its 2010 list of the "40 Best Companies for Diversity," the fifth consecutive year that Aetna earned this distinction.
- Aetna was named as one of the Top Companies for Executive Women for 2010 by the **National Association for Female Executives**.
- Aetna has earned the top rating of 100 percent in the 2010 Corporate Equality Index, an annual Human Rights Campaign survey.

Supplier diversity

We take every opportunity to be inclusive in our sourcing activities. We recognize that diversifying our supplier base positions us to leverage innovation, quality, service and price to benefit the products and services we sell. In addition, it strengthens our ability to do business across all cultures and geographies. As such, Aetna is committed to achieving a sustainable competitive advantage by developing a World-Class Supplier Diversity Program focused on increasing purchasing and business relationships with certified minority, women, LGBT and small business suppliers.

- In 2010, we purchased more than \$140 million in goods and services from small businesses and certified minority, women and LGBT-owned business enterprises, either directly or through tier two relationships.

- Aetna annually supports and actively participates nationally and locally, in the National Minority Supplier Development Council; Women's Business Enterprise National Council; and National Gay and Lesbian Chamber of Commerce.
- We maintain a website for potential suppliers: www.aetna.com/about/aetna/sd/
- We use our online, self-registration tool to provide prospective diverse suppliers with an opportunity to promote their service offerings to us.
- Quarterly progress on diversity goals is monitored by our leadership and the Supplier Diversity Advisory Council.

Community Relations and Urban Marketing

Over the past 20 years, the evolution of the U.S. marketplace has required us to enhance our local presence. We have created and implemented strategies that concentrate on bringing our health and related benefits to some of the fastest growing segments in the United States.

As part of this business strategy, Community Relations and Urban Marketing focuses its efforts on grassroots strategies that better address the needs of a changing marketplace. Our core competency is relationship management. Through the maintenance of strong internal and external relationships, the organization acts as a catalyst for change by creating a strong Aetna community brand that, in turn, strengthens our external reach and enhances Aetna's ability to delight all customers while exceeding business objectives.

Below lists Community Relations and Urban Marketing's areas of focus:

1. Incremental business growth through national and local relationships and partnerships
2. Enterprise consultation to achieve infrastructure needed to effectively target key growth segments
3. Multilingual and multicultural experience around Aetna's brand to improve purchase consideration
4. Volunteerism and employee engagement
5. Strategic philanthropy to deepen our local market presence and alignment with business objectives

To that end, we are focusing our efforts on grassroots strategies that better address the needs of a changing marketplace. We do this by supporting community events, working with community leaders and organizations, helping employers manage their changing workforce, and working with brokers and providers to support their business objectives.

Public policy leadership

Aetna is committed to building a health care system that provides all Americans with access to affordable, high-quality health care services.

As one of the nation's leading health benefits companies, we have a keen sense of responsibility that drives our ceaseless efforts to bring innovative products and services to the marketplace. We work with legislators and regulators by offering them the benefit of insights rooted in our extensive experience in delivering impactful solutions to customers and stakeholders.

Despite the passage of the Affordable Care Act (ACA) in 2010, serious challenges continue to face our health care system. Aetna is committed to being a key part of the solution — now and in the future.

Long history of health care system solutions

Aetna has been thinking about ways to make the health care system work better for many years. Our initiatives have helped shape health care policy across the country. In 2002, we developed a groundbreaking policy on genetic testing and non-discrimination that became the model for the industry. Our approach to coverage of genetic testing and counseling services later became the nucleus of non-discrimination legislation passed by Congress in 2008.

In 2005, we became the first national health insurer to call for the adoption of a national individual coverage requirement — with subsidies for those who cannot afford coverage — to help get the nation's uninsured covered. Since then, we have openly supported significant market reforms, in conjunction with an individual coverage requirement, including support for guaranteed issue in the small group and individual markets with no pre-existing condition exclusions.

In 2008, we worked with legislators to help build support for, and pass, a more meaningful mental health parity law that built on the original 1996 law in ways that allow for better coordination of coverage for physical and mental health care services. We also developed and circulated a comprehensive health care reform plan with model ideas that helped contribute to the dialogue around health care reform in 2008 and 2009. As the health care reform debate was in full swing, we were fully engaged with policymakers and lawmakers, offering them the benefit of our extensive experience.

Leading the way forward

Passage of the ACA in 2010 was an important catalyst for needed change. However, much more needs to be done to address our health care quality and affordability challenges.

We will continue to advocate solutions to these ongoing issues guided by a vision of a health care system that helps all Americans have access to affordable, quality health care. Our vision is grounded in a belief that:

- Consumers increasingly will be in charge of their own health care
- Access to, and affordability of, high-quality health care is a universal issue
- Accountable care organizations are the future business model for provider/health plan collaboration
- Health information technology will be a key enabler in helping people live healthier lives

A significant amount of legislative activity around health care will occur throughout the decade ahead. We also know the outcome of health care reform will have a profound impact on our customers and consumers everywhere. We will continue to advocate on their behalf.



Getting health care reform implementation right

Since the adoption of the ACA, we are focused on complying with the law and helping our customers do the same. We embrace our responsibility to help our constituents understand the potential impact of the law and navigate a new health care landscape. Acting as advocates for our customers and members, we analyze emerging regulations carefully and respond thoughtfully to government regulators with key recommendations to help further shape the rules and avoid unintended consequences at the federal, state and local levels.

We are well prepared for the dynamic operating environment that lies ahead. Our Health Care Reform Project Management Office is working to translate the many provisions of the new health care law into workable business practices across the enterprise. We also are well positioned to meet the needs of the new, more competitive health care marketplace, with our diverse array of health care products and services.

Payment focused on value, rather than volume

Improving health care delivery must include reforming our payment system to focus on quality and value. We support transforming the payment system into one that aligns provider reimbursement incentives with achieving high-quality outcomes for patients.

Accountable Care Organizations (ACOs) are gaining support as a new market-based model to address escalating costs and patient demands for better, more coordinated care. ACOs are a health care system model in which a set of providers, associated with a defined population of patients, is accountable for the quality and cost of care delivered to that population. The public and private sectors alike are trying to encourage the spread of effective ACOs as a more efficient delivery system in the private insurance market.

Aetna has been an active leader in the development of ACOs. We are working with many hospital systems, independent delivery networks, and groups of physician practices that are interested in becoming ACOs in their communities as a way to improve the quality and efficiency of patient care for broader populations.

The health information technology advantage

It is clear that any comprehensive approach to health care reform must include encouraging the widespread adoption of health information technology (HIT) tools. We need to enhance the delivery of health care by using HIT tools that enable providers and patients to make better use of the right data at the right time to make quality health care decisions. HIT can facilitate vast improvements in individuals' health care experiences by offering them a clearer picture of their own health, a more coordinated interaction with multiple health care providers, and better, safer health outcomes.

We believe the key to unleashing the power of HIT is to make data actionable. Making patient data more visible to physicians helps them make better decisions for their patients. For example, our ActiveHealth Management CareEngine® clinical decision support system identifies gaps in care, medical errors and quality concerns and then engages and empowers physicians and members. More than 19 million people nationwide benefit from ActiveHealth's programs today.

Promoting responsibility in health care

As a health care company, we know that many of the issues plaguing the health care system today have their roots in the spiraling cost of health care services. We believe it is vital that we work to avoid the waste that accounts for up to one-third of all health care spending. We must protect the health care resources we enjoy. That's why we are working to develop a broader sense of responsibility toward this valued resource.

We have developed numerous health and wellness programs, nationally and in global markets, to enable our own employees and members to take charge of their own health and be part of the solution. We make informational tools and programs available to help members across the country have more control over, and accountability for, their own health.

Nationally, we helped lead the market to consumer-directed health care products that encourage members to be better informed and take charge of their own health — with an emphasis on accessing wellness and preventive care services. We also developed innovative transparency tools that are helping consumers be better informed on cost and quality issues at the point of service.

We will continue to help nurture a growing sense of responsibility among all constituents toward our all-important health care resources.



Environmental sustainability

“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’s Environmental Policy Statement

As a company long focused on leadership in corporate responsibility, Aetna is committed to fulfilling the goals outlined in our environmental policy statement by further reducing our carbon footprint. This significant commitment of resources has generated award-winning initiatives that have helped Aetna earn recognition as a company committed to protecting our most valued resources.

New milestone in energy-use reduction

In 2010, Aetna hit an important milestone — it was the first year in which energy use declined at all major Aetna-owned facilities. In fact, Aetna saved 6.4 million kilowatt hours (KWH) across the enterprise over the past three years.

Aetna’s energy-reduction strategy capitalized on the availability of newer, more energy-efficient technology. We also advanced our goals by finding creative ways to leverage existing technologies. For example, we employed the use of a water side economizer, a heat exchange technology that is typically used in office buildings, in our around-the-clock data centers. When outside temperatures allow, water is chilled naturally and then circulated through the facility to cool the IT infrastructure.

Turning an 80-year-old building ‘green’

In 2006, Aetna launched a multi-year construction project to upgrade the Hartford, CT, campus. Largely completed in early 2010, the project has enabled Aetna to make important new strides in environmental leadership.

We are generating some of our own power with 240 solar panels on the south face of our Atrium Building and an additional 735 panels on the roof. The system produces an estimated 237,789 kilowatt hours of power each year.

A few notable highlights of the project include:

- The complete renovation of the Atrium Building as a certified “green” project. We are seeking prestigious Leadership in Energy and Environmental Design (LEED®) certification from the U.S. Green Building Council for the project, which featured extensive use of renewable materials, energy-saving electrical devices and infrastructure designed to reduce water use.
- We replaced 1,169 wooden windows in the original building with new, more energy-efficient windows that are helping to reduce our energy consumption.

Harnessing the power of telework

Aetna also took steps several years ago to encourage carpooling and telecommuting to help reduce commuter traffic and the pollutants it generates. The results have been impressive. Aetna’s teleworkers are reducing Aetna’s carbon footprint by saving more than 79 million miles per year, which saves more than 3.3 million gallons of gas and reduces carbon dioxide emissions by more than 29,000 metric tons per year.

Other important initiatives and commitments include:

- We changed the way we do business with our key suppliers by implementing a sustainability framework that encourages an ongoing dialogue about sustainability issues and measures supplier performance over a broad, diverse array of sustainability categories.
- Aetna is a participant in the Business Roundtable’s Climate RESOLVE initiative and is one of the companies featured in the Business Roundtable’s 2011 sustainability report titled “Innovating Sustainability.”

Corporate governance

- The demolition of our 1.3 million-square-foot facility in Middletown, CT in 2011 prompted a massive, new recycling effort — 2,572 tons of steel, 444 tons of ceiling tiles, 656 pallets of carpeting, and approximately 50,000 light bulbs.
- Aetna is using more environmentally friendly paper sources for corporate marketing materials, an effort that in 2010 saved 283 tons of paper, equal to 1,979 trees, and prevented 878 million BTUs of energy use.
- At Aetna-owned facilities, we recycle paper, cardboard, glass and plastic bottles, and Aetna uses EnergyStar® devices and automatic shut-off switches to minimize power consumption.
- Aetna has recycled fluorescent light bulbs since 1994, long before it was required.

Our reputation is one of our most valuable assets. We have earned this reputation over the course of 158 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**, 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.



Awards and recognition

Our commitment to social responsibility has netted important recognitions. These recognitions include:

- Aetna has been named a **2011 International Data Group InfoWorld Green 15 Awards winner** for eliminating paper from the contracting process for health care professionals. Aetna is the first health insurer to offer electronic contract processing to doctors, hospitals and other health care facilities.
- Aetna in 2011 was awarded the **National Business Group on Health 's inaugural "Award for Innovation in Reducing Health Care Disparities."** Aetna was among six organizations recognized for their commitment to racial and ethnic equality in health care and outstanding support for a culturally diverse workforce.
- DiversityInc named Aetna to its **2011 list of Top 50 Companies for Diversity®** for the third straight year. Aetna moved up to 19th place. In addition, DiversityInc ranked Aetna as a Top 10 company for lesbian, gay, bisexual and transsexual (LGBT) employees and employees with disabilities.
- Aetna received **New York Urban League's Champions of Diversity Award** in February 2010. The Champions of Diversity Award salutes companies that understand the need for diversity in the job market.
- Aetna, together with the Pathfinder Healthcare Developments CIC, won the **2010 Health Service Journal (HSJ) Award** in the category of Managing Long-Term Conditions. The HSJ awards recognize work that raises the standard of health care in the U.K.
- Our innovative efforts to address global climate change were recognized with a **2009 Connecticut Climate Change Leadership Award** by the State of Connecticut.
- The Clean Air Campaign presented us with a **2008 PACE Spotlight Award** for the impact of its telework program in the Atlanta area.
- Aetna was named **DiversityInc's Top Company for Community Development in 2009** for its support of nonprofits that share its focus on building strong communities, ending racial and ethnic disparities in health care, improving health literacy and promoting disease prevention.
- We have earned the top rating of **100 percent in the 2009 Corporate Equality Index**, an annual Human Rights Campaign survey. It was the 7th straight year we received a perfect score for service to LGBT employees and consumers.

