



# **Gender Pay Gap : Aetna's commitment to diversity, inclusion and equality**

April 2018

Statement from  
our President,  
Richard di  
Benedetto

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We are very fortunate to have such a diverse workforce at Aetna, which allows us to offer many different strengths, skills and perspectives. One group of people who demonstrate the value of diversity on a daily basis are the women in our teams, who contribute so much to our success.

Diversity is about respecting and valuing our differences and appreciating the value that differences can bring. This is supported by Aetna's Chairman and CEO, Mark Bertolini – you can read his [statement here](#).

As an international business, we regularly see the challenges and barriers faced by diverse groups of people across the globe, including women, so we are committed to leading by example, by demonstrating and celebrating the clear strengths of a diverse culture, with shared goals and shared values.

In this report, we are pleased to be able to recognise the value of the women both in our organisation and across the world, and highlight our commitment to equality. I am also pleased to confirm that the published Pay Gap information in this report is accurate.

*Richard di Benedetto*

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# About Aetna

Aetna International, part of the leading health benefits provider, Aetna Inc, is committed to helping create a stronger, healthier global community by delivering comprehensive health care benefits and population health solutions worldwide. One of the largest providers of international private medical insurance, Aetna International serves more than 900,000 members worldwide, including expatriates, local nationals and business travellers. Its global benefits include medical, dental, vision and emergency assistance and, in some regions, life and disability. Aetna International also offers customised technological and health management solutions for health care systems, government entities and large employers to improve people's health, enhance quality of care and contain costs.

Our core value is to empower people to live healthier lives through innovative global coverage, wellness and care management solutions. Diversity and equality are critical to our success in achieving these goals.

## At Aetna Inc.

- 76% of employees are women
- 64% of management/supervisory roles are held by women
- 32% of executive positions are held by women
- 33% of the board of directors are women

## At Aetna International across the globe:

- 66% of employees are women
- 57% of management/supervisory roles are held by women
- 25% of executive positions are held by women

## At Aetna International in the UK:

- 55% of employees are women
- 42% of management/supervisory roles are held by women
- 17% of executive positions are held by women



# Gender Pay Gap Reporting

Gender pay reporting legislation requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees.

It is important to note that the Gender Pay Gap is not the same as equal pay. At Aetna we always strive to offer the same wage to male and female employees in similar roles. However, Gender Pay Gap reporting requires that we consider all roles, with widely varying seniority, in the same category - which may increase the pay gap. As a result, if there are more women than men in junior, or part time roles, this will increase the Gender Pay Gap.

We are proud of our flexibility. We offer part time and flexible roles, but these are considerably more popular with women, which further distorts the pay gap, in fact 93% of Aetna International's UK part-time employees are women.

Aetna is a global company, with a high number of women in management roles in the US and internationally in locations such as Dubai. Our UK based staff numbers are not necessarily representative of the overall workforce, due to the global mobility of our employees.

Whilst we are proud of our commitment to women in the workplace, to equal pay and to offering flexible working options, we are not complacent and remain focused on increasing the number of women in senior roles at Aetna.

# Aetna International's UK Gender Pay Gap results

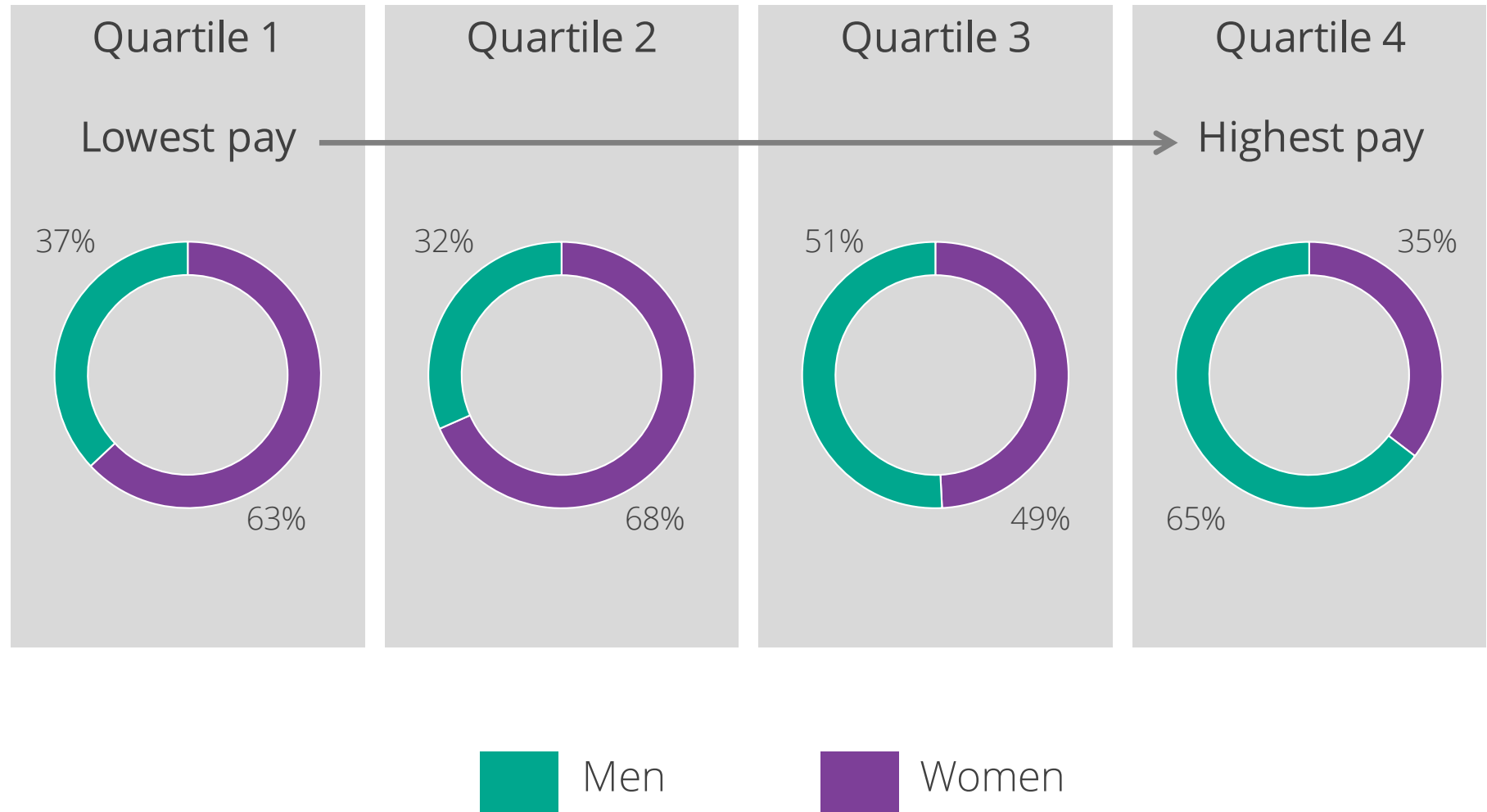


The **mean pay gap** is the difference between the average hourly pay of men and women  
 The **median pay gap** is the difference between the midpoints in ranges of hourly pay of men and women  
 The **mean bonus pay gap** is the difference between the average bonus paid to men and women  
 The **median bonus pay gap** is the difference between the midpoints in the ranges of bonus payments made to men and women

Proportion of employees who received bonus payments in the year to April 2017	Women	Men
	90.1%	88.0%

\*Please note our bonus pay is calculated as a percentage of salary, so senior managers who receive higher pay will receive proportionately larger bonuses. Our bonus pay gap is therefore affected by a larger proportion of men in senior roles, but also reflects a very small number of men currently in executive roles where bonus payments such as cash bonus and share awards form a significant proportion of total compensation.

Proportion of men and women when divided into four groups ordered from lowest to highest pay



Aetna's  
commitment to  
diversity,  
inclusion and  
equality

Aetna Inc is a Fortune 50 company with over 40,000 employees. Of these, 76% are women, 32% of executives are women and Aetna's President, Karen Lynch, was recently named as the one of Fortune's '50 Most Powerful Women in 2017. Aetna International, as its name suggests, is the international arm of the business. Headquartered in the UK, Aetna International has over 1200 employees, most of whom hold international roles and are globally mobile. Four of the twelve-strong leadership team are women and 66% of Aetna International's workforce are women.

This focus on women in the workplace is highly intentional, driven by research which clearly shows that companies which intentionally focus on both diversity and inclusion (and women more specifically) have stronger business results. But, for Aetna, this is about much more than profit. It's about building a healthier world. We recently co-sponsored a study, "Power of the purse: Engaging women decision makers for healthy outcomes" which sought to uncover the unmet needs of women as patients, caregivers, and health care decision makers. The study found that 59 percent of women make health care decisions for others and 94 percent of working mothers make health care decisions for others.

There are a huge number of resources, forums and programmes which are open to all women at Aetna. They are designed to empower & support women, to recognise the value of diversity, equality and inclusion, and also to increase the number of women in senior management.

Aetna continues to address the Gender Pay Gap and drive for greater equality through resources, forums and programmes supporting women around the world



### Employee Resource Groups

15 employee resource groups, including one dedicated to women, are open to all employees. The aim is to bring people together to share expertise, demonstrate leadership & talent, partner with communities, network & meet mentors, build skills and make voices heard.



### Women's Leadership Alliance

The WLA was founded in 2012 with an executive board made up of both men and women. It aims to help women advance to executive roles & provides mentoring, coaching & networking opportunities to help women reach their career goals. A conference is now hosted annually.



### "Power of the Purse"

'Power of the Purse is a research project that brings together our Office of Workplace Culture, Office of Diversity & Inclusion and the Women's Leadership Alliance to identify the unmet needs of female patients, caregivers and decision-makers, finding ways to meet these needs.



### Strategies for Success Leaders Programme

A development program for women and people of color. The Women's Leadership Development program designed this forum for highly talented & motivated women from across the company to meet to discuss career development and planning.



### Men Advocating Real Change (MARC)

MARC is designed to engage men in candid conversations about gender and its impact in the workplace. MARC members in leadership positions mentor and support women who seek executive positions. They discuss how to lead change through member-generated advice, insights & experiences.



### Women Inspiring Success & Excellence

WISE brings women together, creating a strong support network to accelerate the development & mobility of women at Aetna. The four women on the International Leadership Team are leading efforts to launch the International chapter of WISE, tailored for a global workforce.



### The Aetna Foundation

Since 1980, Aetna and The Aetna Foundation have contributed over US\$450m in grants & sponsorships. The mission is to promote health & wellness, & to promote health equity. Women have been a focus of many grants, such as the Women's Community Clinic in San Francisco.



### Raising Awareness

There is a rolling programme designed to raise awareness of the value of diversity, and the need for equality in the workplace. This includes events to support International Women's Day, Women's History Month and National Women's Health Week.



**We are committed to leading by example, by demonstrating and celebrating the clear strengths of a diverse, equal and inclusive culture, with shared goals and shared values.**