

DBA Coursework Cover Sheet:

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AETNA: Recommendations for Diverse Employee (Age, Gender and Racial) Management

1. Introduction

The business report aims to analyse AETNA's diversity measurements in relation to their employee and sustainability management. The notion of diversity has extended from race and gender to age, demography, lingual and sexual orientation which is evident in Aetna's employee overview (Aetna, 2018a). The business thrives into diversity and has integrated the concept from its vision to business practices due to which it is rewarded and renowned in the health insurance industry of the United States of America. The business operates in 50 states and works closely with diverse suppliers, providers and businesses. Integrating and managing a heterogenous workforce, promoting shared vision and equitable work environment- Aetna represents a 21st century complex environment of management. The business has survived the great depression of 1929 and worldwide financial crisis of 2008 through its cost effective approach which sets examples for other insurance companies in the USA.

In this report, three diversity factors has been specifically focused which are Race, age and Gender. The importance of Aetna's retaining its' diversity measures has been assessed from a number of perspectives which are: value creation, cost effectiveness, employer branding and management. A critical analysis has also been executed between Aetna's existing diversity policy and its' limitations or gaps where the employee feedbacks and contemporary statistical reports were also evaluated.

A set of human resource management objectives has been set for this report which is subject to be fulfilled and followed throughout the execution of the report:

1. To establish relationship between Aetna's diversity initiatives and value propositions
2. To identify existing or potential gaps of diversity management from people management perspectives
3. To outline a set of recommendations to improve diverse people management
4. To design an action plan to retain more value from its diversity policies.

2. Literature Review

In the execution of the report, there were some theoretical approaches, industrial knowledge and methods which came into assistance in identification, assessment and recommendations of employee management issues within Aetna. Moreover, employee perspectives and external research reports on health care industry have also been used along with Aetna's business reports in order to draw a bigger and realistic picture of the situation. Since Aetna is an insurance company providing healthcare policies and services, it can be contextualised within two industries: Insurance and Healthcare. An insurance business attribute consists of reducing cost and maximising profit whereas in a healthcare business the fine line of trust and reliability plays an important role demanding for the need of sustainability and ethical business practice. As a consequence, the management issues of Aetna have been evaluated from a healthcare industrial perspective throughout the report.

The theoretical and external references which are evident in Aetna's business practice in relation to their supplier and people management and the key notions that are relevant to the report and provides gaps in knowledge has been outlined below:

2.1.Diversity and Equality:

Since the core purpose of the report is analysing diversity management of employees by Aetna, it was crucial to study around the significance of diversity management in order to achieve productive employees. Maintaining diversity while promoting equality within workforce and how investing on it creates value for a business was a critical context for the business. The literature that helped to identify Aetna's adaptation of diversity and equality policies was 'Diversity at senior team and board level' (Mercer, 2014) in which diversity is linked with productivity through valuing oneself regardless of their physical, genetic or social attributes. Another report by Shen et. al. (2009) evaluates the roadblocks of diversity and how it is managed within big companies. Bias and discrimination has been recognised as hindering diversity in both of the reports which is why it is addressed in the analysis section. The reports have also helped to identify the factors which hold back women to progress in their career within gender diversity gaps. Another insightful report by Abdelhadi (2017) on religious factors affecting women empowerment in the United States was noteworthy in terms of valid assessment of the claims. Moreover, industrial data from a number of reports conducted by Tecco (2018), Fisher (2018) and Collamer (2015) has also helped to exemplify the age and gender crisis happening within the healthcare industry and Aetna's healthcare

providers. The report by Tecco (2018) draws women's position within contemporary healthcare industry of the USA. In addition, Fisher (2018) and Collamer (2015) reports on gender diversity from an ethnic point of view stating how the healthcare context is biased against a certain ethnic group.

Managing a diverse employee group consists of providing equal opportunities to each individual, implementing policies on fair employee resourcing and talent management. Aetna's vision of personalising healthcare through inclusion and integrating with the individuals it serves requires an equally integrated and engaged workforce. However, the notion of equality creates an argument since according to a research reported in Harvard Business Review (2013), 71% employers think that employee engagement is crucial in task achievement while recognising employee effort is also relevant in 72% cases. The idea can be compared with performance based pay or incentives which might create an issue of inequality within an organisation where highly engaged or achiever employees would be constantly rewarded and the disparity at workplace will increase. By contrast, employees might feel demotivated if they are not given rewards and incentives and treated equal to not or less engaged employees. On this setback, Aetna's equality policy has been assessed in relation to employee engagement and the result was 75% (Aetna, 2017) which is a new contribution to the study.

2.2.Employer Branding:

Aetna's approach on showcasing a diverse workplace reflects its strategic movement of employee branding. The rationale behind their approach is to address their vision and values which is why it positioned its employee's diversity as an unique selling point and branded itself as a role model of equality and trustworthy among its target individuals. The concept of employer and employee branding within healthcare industry has been considered to assess multiple aspects of the idea.

The report by Kemp et. al. (2014) suggests achievement of corporate social responsibilities (CSR) and trust are the key factors in building strong employer brand within healthcare context. Developing emotional relationship with consumers has been suggested in the report and reflects on Aetna's online presence where the business publishes ethnic focused reports to show that they can relate to the individuals. The idea is also supported by Lindholm's (2018) report where CSR is considered to be a reflection of a business brand as employers. Employee management and equality is one of the core parts of maintaining corporate

responsibility. However, in a recent study by Berry and Martin (2018) 10 themes have been identified to be signifier of employer brand and CSR is not one of them. In the analysis, the issue has been addressed and analysed to outline the signifiers of Aetna's employer branding.

2.3.Framework:

In terms of frameworks and methods, the logic, analytics, measurements and process (LAMP) framework by Cascio (2008) provided in the case study (Cascio, 2009) has been followed in most aspects of the report due to its specific and targeted focus on investing on people management. In the analysis part, implications of the Logic frame can be reflected within establishing a bridge between Aetna's diversity initiatives and value propositions or outcomes of those activities. Afterwards, in the recommendation part, policy initiatives have been suggested with a mixture of critical analysis. Measures can be found within the Diversity index or scorecard of the business while process of initiating those measures has been outlined in the implications section for future action. In terms of suggesting implementations, drivers of change, boundaries and leaderships have been considered in order to targeting and resolving the issues significantly.

2.4.Business Reports:

In terms of providing factual basis, examples and business details, there are a number of reports that can be mentioned here. The corporate social responsibility report gave employee insights on engagement, leadership and overview of diversity structure within the business which was the core material for analysis. In addition, the code of conduct, diversity report and annual report of the business also provided some essentials insights from the business perspectives. Industrial reports (Abdelhadi, 2017; Fisher, 2018; Tecco, 2018) conducted on healthcare system and gender diversity with the United States provided statistical data and insights on leadership of women from employee perspectives. A collaboration among these perspectives from employee, business and industry has been followed to obtain maximum output of the management report.

3. Diversity Analysis

Aetna has acknowledged that diversity of their employees help them to perceive expectations of the individuals they serve. The business adapts an overall policy and strategy to manage its employees as a part of creating an equal and fair workplace environment along with 15 employee resource groups of 10,000 employees (Cascio, 2009). However, Aetna's policy to invest on its' age, racial and gender diverse groups has been considered here specifically in order to assess how much value is being created from the policies and if there is any gaps in relation to people management, sustainability and diversity. The employee feedbacks are also considered here to cover both employee and employer point of view on the diversity and people management of the business.

3.1 Diversity Strategy:

Aetna manages its' diverse workplace as a part of their vision which promotes connecting with their target customers through personalizing healthcare service (Aetna, 2018a). As a consequence the business has recognized diversity and inclusion as part of their key resource which is implicated within its' workforce to connect with diverse individuals (Ibid.).

The business follows their own diversity strategy 'ICE' (Cascio, 2009) in order to integrate its workforce where a culture of acceptability and inclusion is required. The components of ICE consist of:

Strategy	Implementation	Achievements/Measurements
Integration	Integrating all business components (workforce, HR, marketing, supplier and providers) with diversity and inclusion.	• Aetna Press release • Supplier Diversity Programme • Employee Resource Groups ranked 30 and 12 in DiversityInc and Top companies respectively in 2018.
Communication	Connection and transparent information sharing with employees and clients.	• Aetna website • Aetna Mobile app

		• Annual Reports • Diversity Report
Education	Increasing individual and business competency through training	• Listed within top 125 business in employee development in USA • Ranked 60 by Training Magazine in 2015.

Figure 1: Aetna's diversity strategy and their accomplishments extracted from Aetna (2018c) and Cascio (2009).

An example of integration can be seen in the case study (Cascio, 2009) where Aetna arranges orientation for every new candidate in order to insert their core value and culture of inclusion. Identifying and nullifying bias is an important aspect of recruitment process of diverse workforce (Shen et. al., 2009). Aetna's workforce reflects a reasonable amount of diversity of each target group which reduces the possibility of conscious bias in recruitment stage however it is questionable if the candidates experience post recruitment discrimination as unconscious bias tends to occur in diverse workplaces (Ibid.). The issue has been assessed below in relation to different age, racial and gender groups.

In terms of education, Aetna invests in its employees to train and develop them professionally in accordance with their return on investment annually (Cascio, 2009) and the business consists of a large dataset in its' online domain where it communicates with its' values, service, workforce and individuals transparently through press release and business reports.

3.2. Age Diversity:

The overview of Aetna's present diversity approach towards keeping age diversity within its' 47,000 employee group can be exemplified by its' multi generation workplace. An overview of the output is below:

Employee status	Total % in workforce
Traditionalists (1925 to 1945)	Less than 1%
Baby Boomers (1946 to 1963)	30%
Generation X (1964 to 1978)	45%

Generation Y (1979 to 1994)	25%
Generation Z (1995 to 2009)	Less than 1%

Figure 2: Employee diversity by age (Aetna, 2018b).

Aetna recognizes the generational requirements and bridges the gap between age groups' demands by employing people of different ages. For instance, In terms of employee management, the business employs 25% of gen y and around 1% of gen z's which represents a significant portion of the USA's millennial population and pioneers of future workplace. Aetna works closely with approximately 200 university and colleges to provide internship and work placements to students. The internships of Aetna have been ranked 2nd in terms of healthcare and 9th in terms of financial service management programme by Vault (Aetna Careers, 2018a).

In accordance with the business policy, Aetna provides a number of benefits to its' younger generation workforce which consists of:

1. Student Loan Repayment Programme
2. Employee health insurance: Medical, Dental and Vision.
3. Employee Tuition Assistance Programme (Aetna Careers, 2018b).

3.2.1. Value Propositions:

Aetna's talent management and partnership with universities serves three types of benefits to the business which are: a) attrition of new generation employees and developing future leaders by providing career progression skills, b) attracting local and foreign students' attention to buy insurance policies and c) understanding international perspective on health insurance through serving international students around the world.

Aetna's Gen Y employee resource group works closely with attrition of new market opportunities (Cascio, 2009). By investing on interns from college and universities, Aetna has acquired a significant source of value proposition. The number of student clients of Aetna can be measured by the number of institutes Aetna works with. 200 universities work with Aetna by means of talent transfer and employee health care services (Aetna Careers, 2018b). The United States is one of the top student destinations around the world and foreign students

who arrive in USA to study are required to buy health coverage insurance from their institute's recommended healthcare insurance provider.

The partnership with universities has created a great opportunity for Aetna to attract its' target individuals while Aetna is also benefiting from fresh graduates and their innovative approach towards solving generational healthcare needs of mental, financial and physical wellbeing. For example, Aetna has focused on healthy eating habits, yoga and mental health wellbeing of its' consumers which are included in the top healthcare trends of 2018 (Aetna, 2018d). In the United States, 43.8 million adults aged from 12 to 24 encounter mental illness at some point of the year and 42 million of them face anxiety issues (Nami, 2018) According to the report, 60% of adults did not receive any support of mental health services in 2014 (Ibid.). Mental wellbeing is considered to be similar value as physical wellbeing in 21st century workplaces. In this situation, Aetna supports mental wellbeing of its clients which is a great business proposition. The issue of mental wellbeing was first introduced within the employees by Mr. Bertolini, C.E.O. of Aetna, who initiated Yoga classes for its employees and more than 50,000 people attended in one class of mindfulness (Gelles, 2015). The outcome of the classes is listed below:

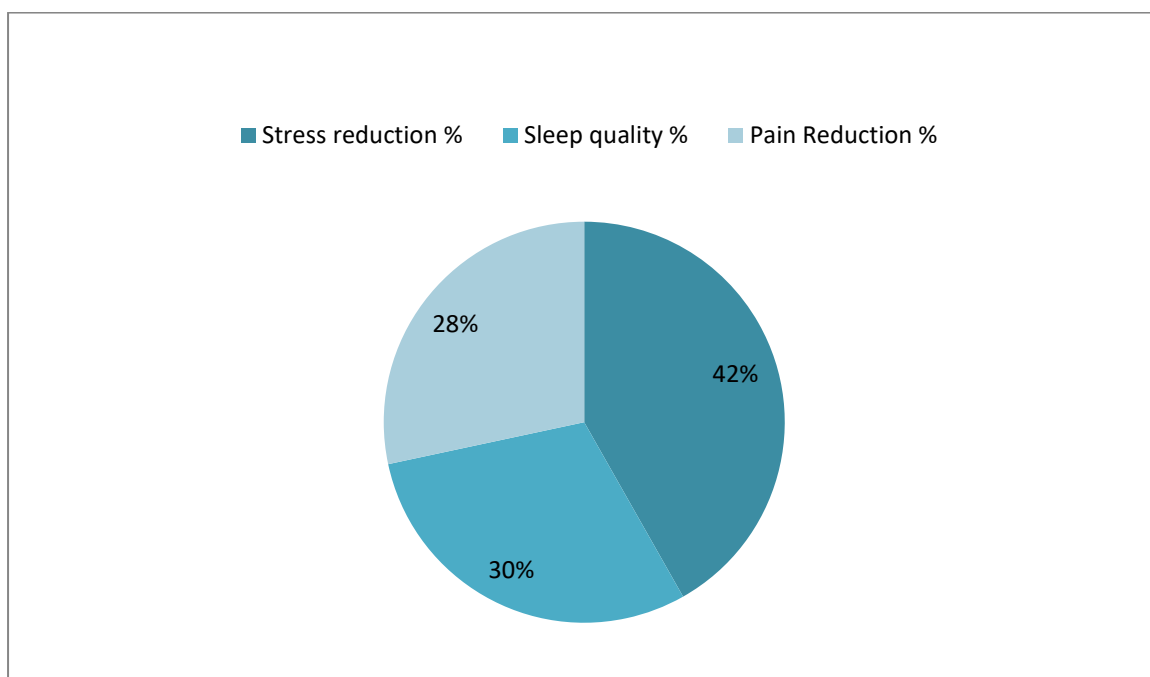


Figure 3: Outcome of Mindfulness (Gelles, 2015).

In addition, employee engagement has also increased in past few years due to these initiatives. According to Aetna's Employee survey 2017, the business has earned 75% employee engagement in 2017 whereas the industry standard is 73% (Aetna, 2017).

In essence, Aetna creates value from its' age diverse employee group who can assist the business to update existing healthcare trends and address them innovatively through business policy and offerings. Moreover, consumers tend to connect themselves more to people of their age in the insurance industry as they encounter similar generational crisis and relate themselves in a short period of time.

The business integrate with diverse age groups and portray their interest through business policy, new product lines, services and online presence of the business which is an innovative way to convey that the business caters individually diverse needs, specifically behavioral health programmes are resulted from increasing level of depression and anxiety within the adolescents of United States (Aetna, 2018d).

3.2.2. Age Diversity Gaps:

By promoting a Gen y friendly workplace, Aetna exemplifies to go against age discrimination and brands its employees to reflect its business values of Integration and Inspiration (Aetna, 2018a). However, in the operating areas of Aetna's healthcare industry, age discrimination is considered to be a common phenomenon, specifically within nursing occupation where young nurses encounter discrimination due to lack of experience and older nurses face early retirement (Fisher, 2018). The business can take this opportunity to address bias against certain age group and sustain its' supply chain.

Employee turnover of Aetna seems to be an issue that has been acknowledged within its' corporate responsibility report (Aetna, 2017).

Aetna Employee Turnover					
Cohort	Turnover Rates				
Includes year of birth for generation	2013	2014	2015	2016	2017
All Aetna	13.8	11.5	11.6	11.4	19.1
Women	13.5	11.2	11.1	10.9	8.1
Men	14.9	12.7	13.0	12.9	9.3
Boomers 1946-1963	12.8	10.1	10.2	9.2	35
Gen X 1964-1978	11.5	9.4	9.5	9.3	12.2
Gen Y 1979-1994	20.4	17.5	16.9	17.4	15.7
Turnover rates not displayed for the Traditionalist generation (born between 1925 - 1945) and Gen Z (born after 1994)					

Figure 4: Aetna's Employee Turnover (Aetna, 2017).

According to Aetna's 2017 report of Corporate Responsibility, employee turnover of the business increased significantly in 2017 which was 67% in general. The turnover rates for

Gen Y decreased this year, however, it sharply increased for baby boomers. Voluntary or forced turnover and Aetna's early retirement package can be the rationale behind such increase.

In order to assess Aetna's employee management and retention, Aetna's former employee feedbacks has been considered in this section. Two reliable sources have been selected in this case which are renowned for job applications and employee reviews regarding their previous workplace. The rationale behind selecting these source of data is to measure the business position from its' employee resource's point of view and identify point of changes. Since, the business has had only 14% employee retention in past 20 years and 38% employees who have worked below 5 years along with the employee turnover figures above, it raised questions as despite of having an active equality policy, employee resource groups and employee benefits what drives the employees out of their job. Due to the issue of subjectivity and ethical complications, only overall ratings of the company has been derived from the reviews which has been contributed by approximately 6,100 employees and might reflect some overlapping. The websites that has been considered here are Indeed and Glassdoor due to the high number of ratings submitted here on a number of factors. The overall rating of the business according to Indeed is 3.8 and Glassdoor is 3.4. The breakdown of the ratings are given below:

Rating Factors	Indeed (out of scale 5)	Glassdoor (out of scale 5)
Work/Life Balance	3.7	3.3
Salary/Benefits	3.7	3.4
Job Security/Advancement	3.3	3.1
Management	3.3	2.9
Culture	3.6	3.3

Figure 5: Employee Feedback of Aetna at Glassdoor and Indeed (2018).

The job security and management section of the business are similarly rated lower in both of the platforms due to which it can be considered to address in relation to diversity to analyse how it leaves impact on this factor. The ratings were posted in past 5 years timeframe by 6,100 employees which accounted for 12.97% of Aetna's whole workforce. The issue of employee retention is relevant to the age diversity in terms of the drastic employee turnover

of boomers in 2018 and also due to the fact that Gen Y employee resource groups are accountable for employee retention department (Cascio, 2009).

3.3. Gender Diversity:

In terms of maintaining gender diversity, Aetna focuses on a number of perspectives which are: a) women in leadership and management and b) men advocating real change in by acting as an advisory board of leadership programme. As a consequence the overview of gender diversity in Aetna is portrayed below:

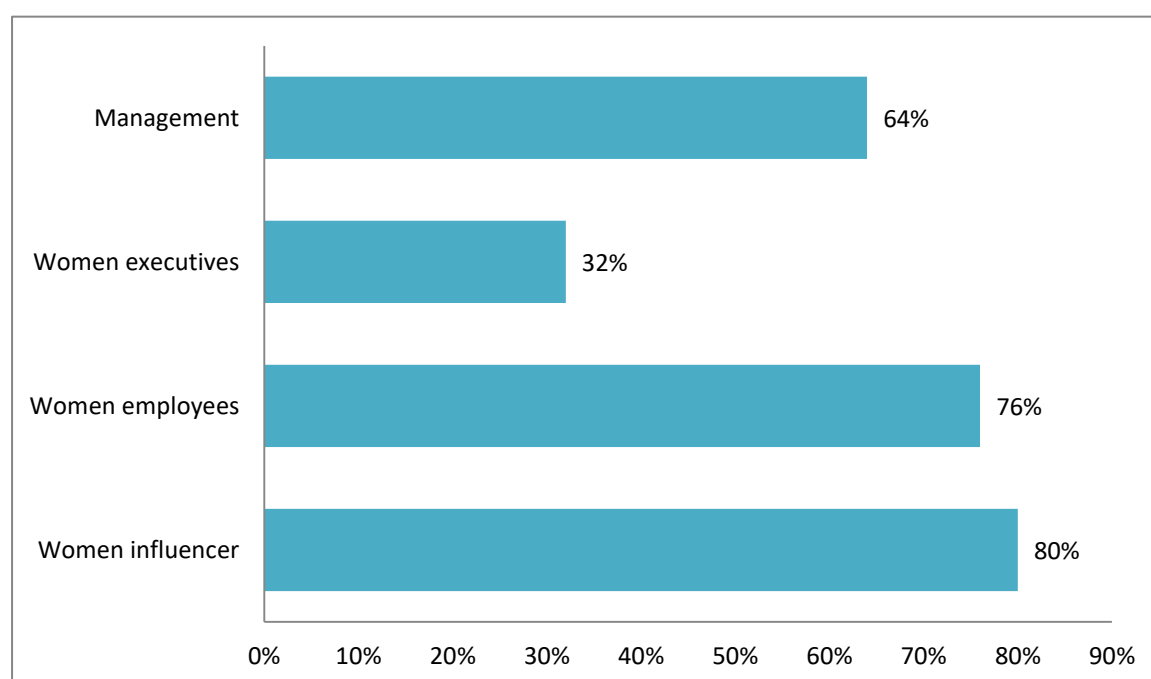


Figure 6: Gender Diversity at Management in Aetna (Aetna, 2018b).

The aim of Aetna's gender diversity policy is to ensure equal opportunities for both men and women. Although, the business programmes resemble comparatively higher women leadership, it also involves men to integrate by providing their insights, training and mentoring within the Women's Leadership Alliance (Ibid.).

3.3.1. Value Proposition:

Aetna identifies its' influencing consumer base which is women. Promoting women employees into leadership helps the business to connect with its' target consumer base. The business is consequently awarded for its effort by The National Association for Female for its contribution of supporting women in executive roles (Aetna, 2018c). The business operates 5 diversity programmes at the moment which focuses on Women leadership and management. Meanwhile, in comparison with the healthcare industry of USA, only 33% of the executive roles are occupied by women which is lower in Fortune 500 companies, only 22% women

executives. Moreover, in the startup digital health sector, 10-12% companies are operated by women CEO's (Fisher, 2018) depicting women leaders position in the industry. Although Aetna's new CEO is a women, prior to that the business had only one women member on the board (leadership page).

Aetna's decision of prioritizing women on the leadership was a result of CVS's acquisition, however, it reflects the company's effort to maintain 76% women employees at workplace and helps the business to communicate with similar individuals. CVS and Aetna are both listed within top 8 healthcare businesses for promoting women in management rating 33.33% (Tecco, 2018). According to the case study, Aetna also emphasis on women led companies as suppliers which is an exception in the current healthcare industry and positions the business as corporately aware and responsible.

3.3.2. Gender Diversity Gaps:

The business has created a brand image of promoting women in management however, according to the healthcare industry reports women management roles are mostly limited to head of nursing department which is 32.4% at the moment (Tecco, 2018). Pay gaps has also been an issue where women employees earn \$91,000 dollars less than men annually. As a result, depression and suicide rates among women doctors have increased to 2.27% (Ibid.). Aetna's works with a great number of suppliers and medical service providers.

Gender discrimination driven by age is also a crucial issue within any sector of business in USA according to a report (Collamer, 2015). According to recent studies, women in healthcare encounter discrimination in their 20's due to lack of experience while women in their 50's are pushed towards early retirement (Fisher,2018). Women in their 60's have 35% chances of getting call backs from job applications in lower skilled jobs such as office administration, retail sales and security (Collamer, 2015). Meanwhile, age discrimination towards men consists very less evidence in these job roles.

It will be a crucial strategy for Aetna to address these diversity gaps and discrimination within its' supplier group of Aetna in order to achieve sustainability in gender equality and cementing its diversity policy through integration. As a result, Aetna's brand value will be subjected to increase within women employee and provider groups.

3.4. Ethnic Diversity:

Aetna has managed its' ethnic or racial diversity by means of providing its' employees equal opportunities and employee voice. The business has achieved a number of awards and recognition due to their effort. For instance, Aetna was ranked America's most community minded company by Civic 50 in 2016 (Aetna, 2018c). The ethnic diversity outcome of Aetna in terms of job position within the company is portrayed below

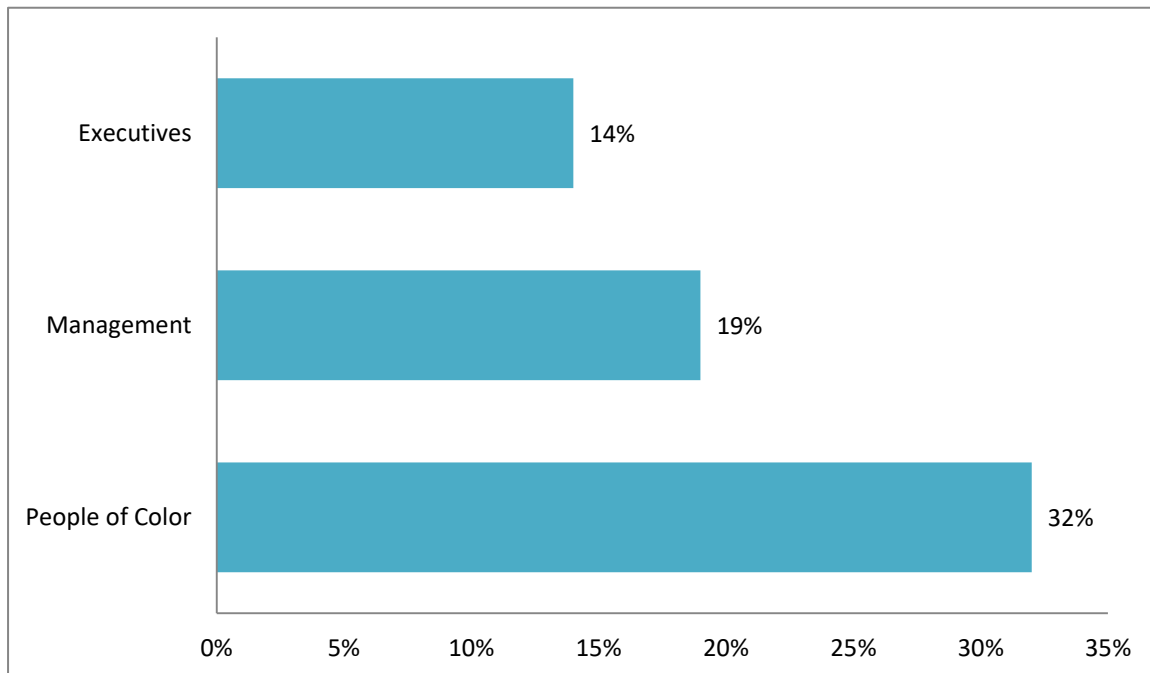


Figure 7: Ethnic Diversity of Aetna (2018b).

Aetna's approach towards ethnic diversity management within its workforce and supplier management consists of its \$50 million investment in supporting minority businesses (Aetna, 2018e). In terms of supplier management, the business prioritises minority or community based suppliers (Aetna, 2017). As a consequence of these efforts, the business has been recognised within its' multicultural consumer base which is why it is addressed as best company for minority business in relation to supplier diversity and also as a workplace for Latin and Hispanic community.

3.4.1. Value Proposition:

According to the case study (Cascio, 2009), the business has been publishing articles addressing each diverse workforce on a weekly basis in their website. The activity contributes two benefits, on one side, employees feel the sense of belonging to the organization and

employee engagement increases while on the other side the business is also able to communicate with its target individuals and stakeholders utilizing the diverse platform.

The business is not only benefiting from cultural diversity but also with lingual diversity. For example, Aetna's Hispanic-Asian employee resource group is integrated with translation while the African-American group innovate ideas for urban market penetration of different minorities (Cascio, 2009). In addition, Aetna also provides linguistic assistance during policy procedures to minor communities with different languages.

Aetna has gathered racial information from its' 6 million members voluntarily from which it identified disparities of medical service to address (Aetna, 2018f). As a consequence, the business was able to address early assessment of disease among specific minority groups and alerting providers to screen these issues.

In essence, ethnic diversity provides 3 types of values to the business which are: a) Linguistic assistance, b) Knowledge on diseases within certain communities and c) tailoring client experience according to their cultural expectations.

3.4.2. Ethnic Diversity Gaps:

Race		
Race	Count	% of Total
Black/African American	8,691	48%
Hispanic/Latino	4,851	27%
Asian	2,584	14%
Not Available	1,156	6%
Two or more races	644	3%
American Indian/Alaskan Native	191	1%
Native Hawaiian/Pac Islander	94	1%
Grand Total	18,211	100%

Figure 8: Aetna's employee overview by race (Aetna, 2017).

According to Aetna's diverse workforce breakdown in terms of ethnicity, there is a significant number of African American employees whereas the number of Asian and American Indian employees is significantly low. The phenomenon is evident within healthcare industry as well where Asian American individuals lack confidence to network and work within diverse places (Abdelhadi, 2017). Aetna's effort towards minority has been recognized by African and Hispanic communities, however, contribution of Asian American employees and recognition for that has minimum records in the business reports that reflects future scope of change. Moreover, in the board room leadership of Aetna, there are very less

ethnic diversity followed by only 14% executives and 19% managers of different ethnicity reflecting lack of career progression opportunities for ethnic minority groups.

4. Recommendations

4.1. Sustainable Supply Management:

I suggest the business to adapt a new form of equality policy which will support not only Aetna's employees but also give coverage to Aetna's medical service provider's workforce. The rationale behind selecting this step lies in the existing gender and age discrimination within the health care industry mentioned above. Although, Aetna is an insurance company and consists less control of its providers, considering health care employee situation is equally important for the business as it is one of their key resources and promoting diversity is an unique selling point. Aetna's initiative to influence and implement equality within its supply chain will increase its' brand value within consumers and also create a new consumer base who support ethical business practice. Examples from the retail industry can be drawn in this context where lack of maintaining ethical sustainable chain led fast fashion retailers into reconsidering their policies and gaining more control of their supply chain by supporting safe working environment and fair wages for the employees of third world countries (Primark, 2018).

According to the employee reports of healthcare industry, women are promoted to leadership or management up to a certain level which is limited to nursing department head. However, it is considered to be very difficult for them to seek career progression afterwards. In Aetna's code of conduct and diversity act, the business has distinguished each diversity issues and disbarred any discrimination that would emerge from those issues. As a pioneer of diversity and equal workforce management, Aetna should also monitor its' providers ethical responsibility of ensuring a similar workplace Aetna promotes itself. Moreover, inquiring about equal opportunities for both men and women in executive roles and identifying any kind of discrimination is also a step for the business to eliminate the issues mentioned above.

Since Aetna operates in 50 states of the USA, it has limited control over every single employees and medical providers as there are supposed to be different legal and company culture acceptance level demographically. The business can create employee groups of

providers in different states considering demographic positions on a voluntary basis to identify the discrimination issues and bring it to authorized monitoring of their medical providers. Aetna's healthcare provider's employee policy and approval will act as a crucial risk in this equality process and providing a sustainable supply chain.

Aetna's concern on the deteriorating and unstable situation of the healthcare industry is showcased in their annual report of 2018. Although Aetna has created different product lines in past few years- promoting diverse workplace, mindfulness and healthy living are some of the changes through which the business has rebranded itself. However, significance of maintaining an ethical supplier group is the next step that can be initiated in future.

Aetna can also innovate policies which cover any employee harassment by means of mentally and physically caused by age related issues which will provide a new source of consumer base and also make it more trustworthy within younger and elderly generation.

4.2.Employee Retention:

I suggest the business to retain its' employees and reduce its' employee turnover. The rationale behind this suggestion is Aetna's employee retention in past few years which is significantly low. Only 14% of the present workforce has worked in the company for past 20 years and 38% less than 5 years. Among the 38% employees most employees can be considered to be millennials since they represent 31% of the workforce. However in terms of the 14% workforce, it is a matter of concern that the business has not retained 86% of its' employees for past 20 years.

According to the analysis, the drawback of the business exists in job security and advancement. The concept of discrimination and unconscious bias comes into play here since Aetna consciously disapproves of bias and discrimination. The business needs to address employee complaints and their feedbacks after they leave from job.

Aetna is an insurance provider which runs on transaction cost analysis. The more Aetna can save on its operational costs, it can earn more profits and revenue from its' employees. Resourcing new employees, integrating them with the business culture and training them will cost the business a considerable amount of time, money and effort which the business can save through employee retention.

4.3.Career Progression Opportunities:

The business should take two initiatives in order to address its' ethnic diversity gaps. Firstly, I recommend the business to create more career progression opportunities for minority employees since their role within the leadership and management is significantly lower and does not reflect on diversity in terms of ethnicity and gender. Creating career ladder will also retain employees as they can develop professionally within the organization and would not require to seek progression in a new job. The initiative will also increase Aetna's corporate value within employees.

Secondly, Aetna should focus on its employee diversity from a new point of view. The business should resource more Asian or American Indian diversity within the business since, it represents a fair number of the United States population. It is not specific within the leadership sections which ethnic groups are positioned as executives or in management due to a generic statistical view. Although the business is focusing on equality in its policy and management, it should look into specific minority groups to ensure they are being given similar opportunities to progress in their career. Religious factors can slightly be considered here since studies suggest that Muslim women of American Asian origins are found to be less confident to approach leadership opportunities in their jobs (Abdelhadi, 2017). Moreover, wage gaps and discrimination has also been noticed in these situations (Ibid.).

5. Conclusions and Implementations

In order to achieve the people management objectives mentioned in the beginning of the report and forming the recommendations into actions, a set of implementations has been designed which are suggested to be implemented and followed up in the timeframe of 2018-2019. The implementations, measurements and initiatives to follow in order to sustain its' diversity management is listed below:

Policy Implementations	Measurement	Activities
Sustaining Supply chain work environment	• Providing Coverage to employees in case of unjustified action taken by their employers. • Monitoring sustainability among medical providers.	• Collaborating with employee groups of medical providers.
Employee retention	• Identifying factors influencing job leavers in case of non-voluntary pupils • Improving on the factors with employee retention team • Recording and addressing employee turnover with their diverse characteristics to point out any discrimination issues	• Conducting interviews of job leavers • Identifying and retaining employee feedback on influencing factors • Follow up on seminar, workshops and culture development of non-discrimination.
Career Progression Opportunities	• Creating new management and supervisory roles for ethnic progression	• Dividing employee groups in teams and assigning team

		leaders to monitor progress
Prioritising Asian and American Indian Minority Groups	- Assessing the position of considered minorities within the organisation. - Ensuring equal opportunities for the groups	Working with Asian and Native American Employee resource groups to identify scope of improvement.

Figure 9: Implementation, Measurements and Activities (Author, 2018).

The time period suggested for the implementations is 1 year, therefore, the management changes will be followed up on a monthly basis to obtain the ultimate result. Benefit of the actions is expected to have a fully integrated workforce and supplier chain. The employee Resource Groups will work as the change drivers in this context who will innovate and negotiate new diversity policy with suppliers along with creating new opportunities within the organisation. The people management objectives set in the beginning of the study has been maintained throughout the study and subject to change or modification according potential organisational changes. Since Aetna was recently acquired by CVS health, the management change can be considered as a time consuming process which might delay the diversity initiatives suggested.

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